

# City of Alexandria

## FY 2005 BUDGET

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2003.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

# **MISSION AND VALUES FOR THE CITY OF ALEXANDRIA**

## **MISSION**

We deliver excellent service for all who live in, work in, or visit our City, to enhance the quality of their lives.

## **VALUES**

### **Respect:**

We value the thoughts, ideas and opinions of our co-workers and citizens by listening, acknowledging, and responding in a positive manner.

### **Responsibility:**

We demonstrate our accountability to each other and the community by problem-solving and offering solutions.

### **Teamwork:**

We work together closely to draw on the talents of every worker and achieve excellence in our work.

### **Communication:**

We engage in open, effective, respectful, and honest dialogue with our co-workers and citizens.

### **Diversity:**

We value a diverse and inclusive workforce and the differences that each worker brings to the community.

### **Leadership:**

We foster a work environment which allows workers to grow and develop as leaders and make unique contributions to our pursuit of excellence.



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# FY 2005 CITY MANAGER'S BUDGET MESSAGE

## **Introduction**

Preparation of the approved fiscal year 2005 Operating Budget and the fiscal year 2005-2010 Capital Improvement Program (CIP) has benefitted from City Council's recent work in articulating a long-term vision and a set of major goals for Alexandria. The Council's process of drafting a vision and mission statement and goals has given rise to the following eight themes that have played a significant role in the preparation of the budget documents:

- Facilitating unique livable neighborhoods and vibrant urban villages through quality land use planning and transportation improvements;
- Achieving excellence in public education;
- Ensuring the affordability of living in Alexandria for households of all incomes;
- Caring for at-risk youth and families;
- Greening Alexandria through a healthy urban living environment and exciting leisure opportunities;
- Enhancing public safety and the administration of justice;
- Maintaining the city's public infrastructure; and
- Promoting economic development and tourism, and ensuring a financially sustainable future.

By advancing these themes, the approved operating budget and CIP provide the Council with an opportunity to begin working toward its long-term vision for Alexandria.

Preparation of the approved operating budget and CIP also has been guided by the financial policies and practices that have guided the City's budgets in past years. These include the Council-adopted policies relating to City debt, fund balances and employee compensation. The adopted operating budget and CIP are consistent with these policies that have served Alexandria well over the years.

## **Operating Budget and CIP Overview**

The approved General Fund Operating Budget of \$433 million is an increase of \$35.1 million, or 8.8 percent, over the Approved FY 2004 Operating Budget. Of this increase, \$20.0 million, or 56.9 percent is allocated for City operations; \$8.9 million, or 25.4 percent, is allocated to the public schools; \$3.5 million, or 10.0 percent, is allocated to debt service and cash capital; and \$2.7 million, or 7.7 percent, to contingent reserves (of which \$2.5 million is an education contingent reserve).

The adopted budget reflects a real estate tax rate reduction of four cents (approximately \$9.2 million in FY 2005 revenues), bringing the rate to \$99.5 per \$100 of assessed value. One cent continues to be dedicated to the open space program, with 98.5 cents available for operating expenses (and debt service and cash capital). In addition, the budget reflects the establishment of a new pilot program to provide targeted assistance to lower income home owners for tax relief and to keep home ownership affordable.

The approved CIP requires \$302.6 million in City funding over six years through fiscal year 2010, a decline from last year's approved CIP of \$340 million. The approved CIP fully funds the public schools' request for \$106 million. Plus, an additional \$2.5 million is available in the City's contingent reserve for potential T.C. Williams capital project needs.

### **Major Factors Shaping the Fiscal Year 2005 Budget**

***1. Significant increased costs are necessary to maintain current services and programs.*** The cost of doing the City's and public school's business is not static. The costs of maintaining current services and policies change each year due to forces outside of the City's control or the momentum of past policy decisions. This year, cost increases just to maintain current services and programs are considerable--approximately \$23.3 million or 5.9 percent of last year's operating budget.

Of this amount, \$17.7 million, or 76 percent, is attributable to compensation-related increases for our City and public school employees, including merit pay increases of \$6.2 million and \$5.8 million for a 2.0 percent COLA. In this area, the approved budget continues to adhere to the City's compensation philosophy that is directed at maintaining comparability with pay levels provided by other jurisdictions for public employees. Also, to comply with various laws and policies governing retirement and other benefits, the budget provides \$5.7 million for marketplace driven increases in health and retirement funding for City and public school employees.

#### **The Operating Budget increase of \$35.1 million**

is allocated as follows:

- \$20.0 million for City departments and programs (an 8.4 percent increase) including the effects of a 2.0 percent cost of living adjustment (COLA) for City employees;
- \$8.9 million for the Alexandria City Public Schools (ACPS or public schools) (a 7.4 percent increase), including the effects of the COLA for school employees;
- \$3.5 million in debt service and cash contributions from current revenues for capital projects (a 10.0 percent increase); and
- \$2.7 million for contingent reserves (a 194 percent increase) to cover possible future unanticipated costs, primarily due to uncertainties in the costs of school CIP projects (for which \$2.5 million is set-aside), and the effects of the INOVA-proposed closing of the INOVA Alexandria Hospital psychiatric unit.

#### **The Total Operating Budget of \$433 million can be divided as follows:**

- \$257 million, or 59.5 percent, is allocated to City operating costs;
- \$130 million, or 30.1 percent, is allocated to the public schools;
- \$42 million, or 9.6 percent, is allocated to debt service and cash capital contributions for long-term capital improvements for both the City and public schools; and
- \$3.6 million, or 0.8 percent, is allocated for contingent reserves.

The remaining \$5.6 million, or 24 percent, of the \$23.3 million in cost increases to maintain current services are driven by a number of other factors such as: State laws or policies that mandate services provided by the City for an increasing number of people who qualify; the increasing costs of certain essential contracts, rental and service agreements; the need to replace physical assets as they wear out; the costs to operate newly built or expanded City facilities; and the cost of paying for a full year previously approved changes implemented midway through fiscal year 2004.

**2. One percent expenditure reductions have been taken by nearly all City-managed departments.** In order to mitigate the effect of these cost increases and requests for additional funding, this year each City department was required to propose expenditure reductions equal to 1 percent of their fiscal year 2004 approved budget. At least 50 percent of these savings were to come from efficiency savings, and no more than 50 percent from service reductions. Savings totaled \$2.3 million. The results of this process are summarized in the Appendices section of the budget (Appendix J), and service reductions are described throughout the document.

**3. City department expenditures have been reduced in each of the past three fiscal years.** The events of September 11 and their resulting impact on the regional and City economy led to a one-time \$5 million reduction in fiscal year 2002 operating budgets, as the City experienced a decline in tourism and related businesses. In late 2002, to cope with State budget reductions and the continuing economic downturn, most City department fiscal year 2003 budgets were reduced by another 3 percent, a total of \$3.4 million in one-time savings. (Public safety agencies were required to cut only their non-personnel budgets.) During the approval of the fiscal year 2004 budget, departments were directed to reduce spending by \$1.5 million. Together, these three years of expenditure reductions have produced \$9.9 million in savings.

**4. Two measures are approved to reduce rising real estate tax bills and the City's increasing reliance on real estate tax revenue.** The revenue outlook for the City in fiscal year 2005 is good, but it is very dependent on real estate taxes. Based on 2004 assessments and with no change in the tax rate, real estate tax revenue would grow about 18.5 percent in FY 2005 over last year's budgeted amount. At the same time, the rest of the City's General Fund revenues are expected to increase only 2.7 percent (up, it should be noted, from last year's projected 0.1 percent increase). Without any change in the real estate tax rate, the City's reliance on real estate tax revenue would increase from 50.5 percent of total General Fund revenue in last year's approved budget to 54.1 percent in the fiscal year 2005 budget.

To reduce this dependence on real estate tax revenue and provide home owner tax relief from rising assessments, the budget proposes two measures: (a) a real estate tax rate reduction of four cents, and (b) a new pilot program to provide targeted real estate tax relief to certain home owners to keep home ownership affordable. Under the latter program, home owners with annual household income below \$61,000 and homes assessed at less than \$362,000 would be eligible for an annual grant of \$250. The actual costs of this program would depend upon participation rates. The budget provides \$745,000 for this pilot tax relief program, which is projected to qualify approximately 3,850 City households.

A four-cent tax rate reduction reduces fiscal year 2005 revenue by \$9.2 million and fiscal year 2004 revenue by \$4.3 million. Together with the \$745,000 home owner grant program, and tax relief for elderly and disabled of \$2.0 million, nearly \$16.2 million in tax relief in total is approved for Alexandria home owners. The combination of the general tax rate reduction of 4 cents and a home owner grant for a qualifying owner of a home assessed at \$362,000 results in an effective benefit of \$395. This benefit would cut the effective rate of increase in real estate taxes to 4.8 percent.

**5. The public schools' operating budget is fully funded at 100 percent of the amount requested, after adjustments for actions by the Virginia General Assembly, and the schools' capital request also is funded at 100 percent.** The original School Board-approved operating budget (including a 2.0 percent COLA for school employees) totaled \$133.5 million in City funding, a 10.2 percent increase. The Virginia general assembly provided additional State aid and a lower charge for teacher retirement as administered through the Virginia Retirement System (VRS). With this change, City funding for public education operations of \$130.1 million fully funds the School Board request and provides an increase of 7.4 percent over fiscal year 2004. The approved CIP incorporates the entire School Board-approved capital program, and the CIP funding plan includes the schools' estimated cost to build a new T.C. Williams High School and to renovate and expand the Minnie Howard Ninth Grade Center. In addition, the City is holding \$2.5 million in contingent reserves in its budget as possible cash capital for additional school CIP project costs.

**6. CIP costs are declining.** Last year's CIP totaled \$340 million; this year's approved CIP totals \$302.6 million. This decline is largely due to the fact that last year's CIP had a record \$89 million budgeted for one year, fiscal year 2004. No single year in the approved fiscal year 2005-2010 CIP is budgeted as high. The approved CIP, however, does call for new projects, as well as increased costs for existing projects. These new projects and increased costs are in line with the eight themes identified above, particularly for public education, public safety and a greener Alexandria. Importantly, the funding plan for the approved CIP will be able to comply with our financial policy guidelines.

The CIP for fiscal years 2005 through 2010 provides \$302.6 million as follows:

- \$105.8 million for public schools (the full ACPs request);
- \$67.8 million for public buildings, including \$51 million for the relocation of the public safety center and repairs to the existing building;
- \$56.1 million for recreation and parks, including \$20 million for renovations and improvements to the Chinguapin Recreation Center and \$16 million for open space acquisition;
- \$26.9 million for streets, bridges, traffic improvements and mass transit;
- \$22.2 million for reconstruction, extension and rehabilitation of sewers;
- \$17.9 million for information technology projects; and
- \$5.9 million for community development, and regional commitments.

## **An Opportunity to Make Progress Toward the City Council's Long Term Vision and Major Goals for Alexandria**

***The approved fiscal year 2005 Operating Budget and six-year CIP allocate available additional resources to advance toward the major strategic plan goals that are being considered by Council and, in turn, to make progress toward Council's long-term vision and mission.*** The Council's draft vision, mission and major goals are set out to the right. The vision, mission and goals, as they were being drafted, have played a major role in determining whether, and if so how, to expend City revenue that is projected for fiscal year 2005 beyond the \$23.3 million required to maintain current City services and programs (see point one above under "Major Factors Shaping the Fiscal Year 2005 Budget").

Additional revenue projected for fiscal year 2005, beyond this \$23.3 million and after taking into account the two approved measures to reduce real estate tax bills, totals \$11.8 million, or 3.0 percent of the Approved Fiscal Year 2004 budget. The additional revenue has been assigned, structurally, in the approved budget as follows:

- \$4.8 million in net, discretionary supplemental funding for City services after offsets for 1 percent expenditure reductions taken by nearly all City departments;
- \$1.4 million for additional cash contributions for capital projects;
- \$2.5 million for an education contingent reserve; and
- \$3.2 million in net discretionary supplemental funding for the public schools after offsets for School Board-approved reductions.

Using the eight budget themes listed at the outset of this message, the following discusses how these additional revenues will be used programmatically.

### **Alexandria Vision 2015**

Alexandria 2015 is a vibrant, diverse, historic, and beautiful City with unique neighborhoods and multiple urban villages, where we take pride in our great community.

### **Alexandria City Government Mission**

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

### **Goals for 2009**

- There is quality development and redevelopment that is well planned and consistent with Alexandria's vision;
- The City respects, protects and enhances the natural environment;
- There is an integrated, multi-modal transportation system that efficiently and effectively gets people from point "A" to Point "B";
- The City has a strong local economy that is growing in varied small businesses and job opportunities;
- Alexandria is a caring community that is diverse and affordable;
- The City government is financially sustainable, efficient and community oriented; and
- Public schools are among the best in Northern

### ***1. Facilitating Unique Livable Neighborhoods and Vibrant Urban Villages Through Quality Land Use Planning and Transportation Improvements***

Quality land use and transportation planning, efficient code enforcement operations, and improvements to our transportation infrastructure will protect and enhance the livability of Alexandria neighborhoods and bring about appropriate, high quality new development in the City. In this area, the operating budget and CIP propose the following funding increases:

- Several new planning positions in the Planning and Zoning Department, as well as additional funding for consultant studies to carry out Council's planning priorities (\$160 thousand for three new staff and \$445 thousand in new funding for consultant studies);
- Additional funds for transportation consultant studies to assist in small area planning studies, and with the comprehensive transportation policy and program project (\$175 thousand);
- Increased Code Enforcement staffing to meet demands for plans review and building inspections arising from the level of construction activity in the City (\$115 thousand, including \$40 thousand set-aside in contingent reserves);
- Construction of pedestrian improvements in Arlandria (\$0.9 million in the CIP);
- The addition of a pedestrian and bicycle alternative transportation coordinator (\$74 thousand), and additional funds for the regional Street Smart Pedestrian and Bike Safety Program (\$5 thousand);
- Additional police staffing for motorcycle patrol units for traffic enforcement (\$114 thousand);
- Construction of a new DASH bus maintenance facility (\$22.8 million in the CIP from non-City sources);
- Acquisition of new DASH buses (\$800 thousand in the CIP from DASH retained earnings and \$0.5 million from State Urban funds);
- Funds to improve DASH bus service between Landmark and Old Town (\$125 thousand); and
- Funds for an intermediate widening of Eisenhower Avenue from Holland Lane to Mill Road, to accommodate increased traffic due to new development before final improvements are made (\$3.0 million in the CIP from City funds).

In addition increased funding is required to maintain current services and programs for paratransit operating subsidies (\$283 thousand), DASH operating subsidies (\$305 thousand), and WMATA operating subsidies (\$560 thousand).

The CIP also includes funding of \$35.3 million from the Federal Highway Administration and Virginia Department of Transportation being provided as part of the Woodrow Wilson Bridget Project settlement agreement. This project includes funding for outdoor recreation facilities (one baseball field, two multi-purpose playing fields and other supporting facilities) to be acquired by the City south of Duke Street between Telegraph Road and Roth Street; enhancements to the Freedmen's Cemetery, and various streetscape and local neighborhood traffic improvements.



## **2. *Achieving Excellence in Public Education***

Alexandria wants public schools that always are among the very best in Northern Virginia. The City's primary role in achieving this end is responsibly funding the schools' operating and capital needs. The approved operating budget for fiscal year 2005 provides \$130.1 million in City funds for operations, a \$8.9 million increase over last year and fully funding the School Board's request after adjustments for action by the Virginia General Assembly.

This \$8.9 million increase is sufficient to fund all the costs necessary to maintain current services and programs, such as merit increases, a 2.0 percent COLA, increased retirement and health insurance costs, and implementation of the federally-mandated No Child Left Behind Act mandates.

The increase also provides funding for new initiatives proposed by the Schools. Among the more significant initiatives proposed by the schools are the following:

- Laptops for all T.C. Williams students (\$1.8 million);
- Increase and realign support staff salaries as a result of a classification and compensation study (\$500 thousand);
- Implement a modified school calendar at one elementary school (\$365 thousand);
- Additional math specialists at the elementary school level (\$319 thousand);
- An achievement incentive pay plan for Jefferson-Houston similar to the one instituted at Maury (\$225 thousand);
- Additional staff development costs (\$216 thousand); and
- Additional staff to assist in managing the T.C. Williams High School construction project (\$199 thousand).

The approved CIP incorporates the School Board's submitted capital program for fiscal years 2005 through 2010 and fully funds that program's \$106 million costs. This is \$25 million less than last year's CIP-approved funding for school projects largely because the CIP included significant funding in fiscal year 2004 for the T.C. Williams and Minnie Howard projects.

However, for fiscal years 2005 through 2009, the CIP proposes an increase of \$10.6 million for school projects over the funding for these five years in last year's approved CIP. This increase stems mostly from the following:

- Increased funding for the T.C. Williams High School project (\$80.5 million total project cost, a \$5.5 million increase over last year's estimate);
- Increased funding for the Minnie Howard Ninth Grade Center project (\$13.8 million total project cost, a \$580 thousand increase over last year's estimate);
- A new gymnasium at James K. Polk elementary school (\$825 thousand);
- Media Center/Classroom additions at Maury elementary school (\$475 thousand);

- System-wide fire alarm system improvements (\$2.0 million); and
- System-wide roof replacements (\$1.1 million).

The City has set aside an additional \$2.5 million in contingent reserves that may be used for the T.C. Williams capital project as the cost of this project becomes known. The School Board may also choose to reprogram some of the other school projects contained in this approved CIP in response to the final contract price for T.C. Williams.

### ***3. Ensuring the Affordability of Living in Alexandria for Households of All Incomes***

Enabling families and individuals of all incomes to continue residing in Alexandria is an unmistakable goal of the Council. In this area, the approved operating budget provides the following:

- A new pilot program to help keep home ownership affordable by providing targeted real estate tax relief assistance to lower income home owners. Under this approved program, home owners with annual household income below \$61,000 and homes assessed at less than \$362,000 would be eligible for a tax reduction grant of \$250. The budget sets aside \$745 thousand for this program, including administrative costs; and
- Funding for the Housing Opportunities Fund to provide gap financing and other financial assistance to nonprofit developers of affordable rental and sales housing. We anticipate that these funds will be used to assist in the establishment of the independent, nonprofit housing development organization recently supported by Council (\$1.0 million).

The budget continues other efforts to promote affordable home ownership through a combination of funding for the Home Ownership Assistance Program (HAP) (\$1.0 million), the Moderate Income Home Ownership Program (\$475 thousand); the Home Rehabilitation Loan Program (\$1.0 million); and the Tax Relief Program for Elderly and Disabled Persons (\$2.0 million in estimated tax benefits), whose benefits will automatically increase as assessments increase.

### ***4. Caring for At-Risk Youth and Families***

Alexandria has long maintained a commitment to helping residents who are in need or particularly at risk. Continuing this commitment is an important component of Council's preliminary vision for the City. The approved budget pursues this commitment in the following ways:

- Increased staffing for improving eligibility and child welfare services (\$141 thousand);
- Increased emergency assistance to meet the immediate housing, child care and similar needs of families facing acute financial difficulties (\$150 thousand);
- Additional assistance to seniors through the companion aide program and continued extension of senior taxi service beyond Alexandria's boundaries and parity between senior taxi and paratransit rates (\$385 thousand);
- Additional funding for summer youth employment opportunities (\$25 thousand);
- Funding for home health aides at Ladrey House (\$25 thousand in contingent reserves);
- Establishment of a Safe Haven facility for the homeless who are particularly hard-to-impact (\$112 thousand);

- Funding for the Mental Health/Mental Retardation and Substance Abuse Department to fill vacancies and improve service to its clients (\$431 thousand);
- Funding for the Tenant and Workers Support Committee to acquire property and provide space for civic participation and multi-cultural social services programs serving the Arlandria and Lynhaven neighborhoods (\$300 thousand in contingent reserves);
- Increased support for the Arlandria Health Center (\$25 thousand);
- Increases in the Community Partnership, Youth and Children's Funds (\$105 thousand);
- Renovations of the Flora Krause Casey Clinic (\$553 thousand in the CIP); and
- Renovations of the Women's Shelter (\$155 thousand in the CIP).

As an adjustment to maintain current services and programs, the budget also provides a significant increase in funding for the Community Services Act expenditures mandated by State law for at risk youth (\$1.0 million) and the Campagna Kids program providing before and after school care (\$152 thousand);

### ***5. Greening Alexandria Through a Healthy Urban Living Environment and Exciting Leisure Opportunities***

The protection and enhancement of Alexandria's natural environment, the provision of a community whose residents enjoy "healthy urban living," and the delivery of a wide range of exciting recreational and cultural opportunities are significant preliminary goals of the Council. To make progress in these areas, the budget proposes:

- Expanded and improved maintenance of public trees, City gateways and landscaped street medians, development of an urban forestry plan, and expanded operations at the newly renovated Durant Recreation and Buddie Ford Nature centers (\$517 thousand);
- Expansion of the City's recycling program through the creation of a commercial recycling program, enlargement of residential curbside recycling to include white paper and cardboard, and the addition of solid waste/recycling planning staff to oversee these activities (\$55 thousand for staff, no increased costs for recycling operations);
- Additional funds for the Alexandria Commission for the Arts (\$25 thousand);
- Improved maintenance of bus shelters, brick sidewalks, and additional street trash cans (\$125 thousand);
- Environmental studies related to the Mirant power plant (\$50 thousand);
- Renovations of the historic Lee-Fendall House contingent upon the granting of an open space easement (\$50 thousand in contingent reserves);
- Improvements to City athletic fields, ball courts, playgrounds and field drainage systems (\$4.0 million in the CIP);
- Feasibility study for a City all-sports facility (\$100 thousand in the CIP);
- Improved stream/channel maintenance and City marina waterfront dredging (\$1.6 million in the CIP);
- Energy conservation efforts in City facilities (\$500 thousand in the CIP); and
- Study of Lower King Street flood mitigation (\$500 thousand in the CIP).

## ***6. Enhancing Public Safety and the Administration of Justice***

Public safety is an essential purpose of local government, and a major element of the Council's vision for Alexandria. Public safety encompasses the traditional functions of law enforcement, fire suppression, emergency medical service, maintenance of the jail and operation of the courts, and a relatively "new" function of critical importance, emergency preparedness. Alexandria is an extremely safe place with major crime now at its lowest level in 35 years, quality fire suppression and emergency medical services, and an extremely well operated jail and court system. It is essential that we remain this way. To accomplish this, new funding is approved for the following:

- Creation of and staffing for a new Office of Emergency Management in the Fire Department (\$303 thousand);
- Addition of four Fire Department personnel who are certified in Advanced Life Support (\$212 thousand);
- Upgrades to the police mobile computer system (\$217 thousand) and public safety radios (\$800 thousand in the CIP);
- Improvements to the Fire Department mobile communications system (\$125 thousand);
- Required equipment at the detention center and for sheriff deputies (\$52 thousand);
- Increased salary supplements provided to State court employees located in Alexandria to provide pay comparable to the City's pay levels (\$117 thousand);
- Funding for various communications and citizen involvement in public safety and emergency preparedness measures (\$15 thousand in contingent reserves); and
- A study of the potential need for a new fire station (\$100 thousand in the CIP).

Also, an additional \$751 thousand has been set aside as a designated reserve to handle the potential, but uncertain costs of hiring and training additional fire suppression, emergency medical services, and police officers to replace personnel who, in response to the new public safety retirement plan, or for other reasons, elect to retire in the remainder of fiscal year 2004 and in fiscal year 2005.

## ***7. Maintaining the City's Public Infrastructure***

Constant attention must be given to maintaining the fundamental physical infrastructure that allows the City to provide a quality environment to those who live and work in Alexandria. In this area, the budget proposes:

- Increased maintenance of our existing City buildings (\$323 thousand);
- Additional funds to staff and equip expanded City facilities or to maintain basic systems or programs, including Libraries (\$133 thousand including \$50 thousand for books at the Burke Library), Personnel Department (\$174 thousand), Information Technology Services (\$147 thousand), and the Finance Department (\$89 thousand);
- Additional renovations of Lloyd House (\$99 thousand in the CIP);
- Increased funding for ADA compliance-related improvements (\$60 thousand in the CIP);
- Increased funding for structural improvements to the City's information technology network operations center (\$600 thousand in the CIP); and
- Upgrades to the City's e-mail system (\$250 thousand in the CIP).

The approved CIP also continues previously approved funding for substantial reconstruction and extension of storm sewers (\$3.0 million), reconstruction and extension of sanitary sewers (\$3.1 million), and sewer rehabilitation and abatement, including the inflow/infiltration projects in the Four Mile Run and Commonwealth sewer sheds (\$16.1 million).

#### ***8. Promoting Economic Development and Tourism and Ensuring a Financially Sustainable Future***

To diversify our revenue sources, achieve a financially sustainable future, and increase employment opportunities within the City – all preliminary goals set by Council – Alexandria needs to be an even more attractive place to work, operate a business and visit. The approved budget works toward these goals by providing the following:

- A significant 17 percent increase for the Alexandria Convention and Visitors Association (ACVA) to increase its communications and marketing campaign (\$243 thousand);
- Increased funds for the Alexandria Small Business Development Center to assist small businesses (\$20 thousand, a 50 percent increase in City funding);
- City support, in lieu of the holiday parking program, for marketing activities, events and similar undertakings during the holiday season (\$125 thousand);
- City support for the 2<sup>nd</sup> annual Festival of the Arts (\$25 thousand); and
- Funds for 2 to 3 service and benchmark audits of City departments to improve performance and efficiency (\$350 thousand).

### **Conclusion**

I believe the approved fiscal year 2005 Operating Budget and FY 2005-2010 Capital Improvement Program are sound. They are in line with the City's debt policies and financial reserve guidelines; they make relatively modest use of the fund balance; and they should enable us to maintain our triple-A bond ratings. They reflect a four-cent reduction in the real estate tax rate, as well as a new program designed to provide further tax relief to lower income home owners. They also advance many of the major goals that have been defined by Council in its recent strategic planning sessions, and in doing so set a framework for the development and presentation of future budgets.

In addition, the forecast scenarios for the five years following fiscal year 2005 show that expected revenues are generally in line with anticipated levels of City spending at service and program levels in the approved fiscal year 2005 budget. Also, future borrowing for long-term capital projects will be at acceptable levels. In this sense, the approved budget and CIP appropriately address the needs of current Alexandrians in a manner that is consistent with the City's financial ability to meet the needs of future generations.

## **Appreciation**

I want to convey my thanks to the many staff members in City departments and agencies who provided invaluable assistance in preparing the approved operating budget and CIP, as well as achieving the 1 percent spending reduction required of City departments. In light of the reductions of recent years, this year's required reduction was particularly difficult for many departments. Nonetheless, those departments that achieved the reduction are to be recognized for doing so. I also want to thank staff of the public schools, along with Superintendent Rebecca Perry, for their cooperation over the past months.

Special appreciation goes to members of the Office of Management and Budget, whose perceptive comments, sound advice and extraordinarily hard work result in budget documents of the highest quality – documents which, in turn, reflect the overall soundness of the City's management of its financial affairs. This is the first budget produced under the leadership of OMB's new director, Bruce Johnson. He has done a remarkable job this first time around, combining a penchant for the "details" so necessary in budget work, with a keen ability to see, understand and shape the "big picture." To all in OMB, my thanks for a job very well done.

## SUPPLEMENTAL INFORMATION

## Supplementary Information

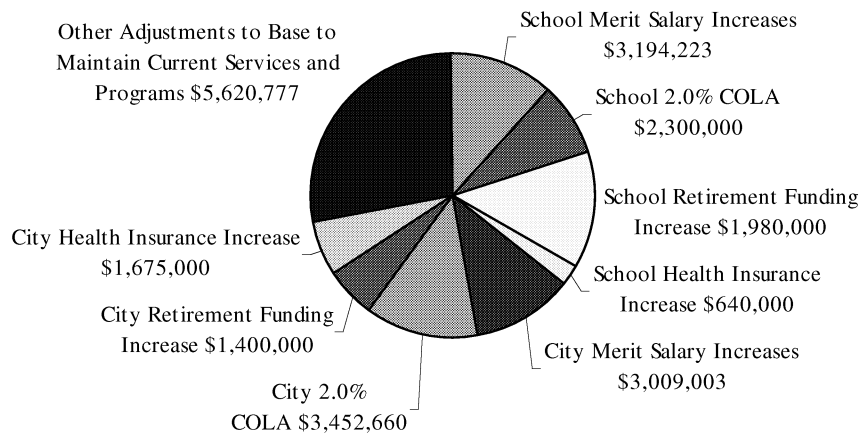
### General Fund Operating Budget

***The approved General Fund Operating Budget expenditures total \$432.8 million.***

This is a \$35.1 million increase over the fiscal year 2004 Approved Budget or an 8.8 percent increase. This increase is partly mandatory – required to maintain current services and programs – and partly discretionary. \$23.3 million or 5.9% of the increase maintains current services and programs (including the provision of a COLA). The budget also proposes \$14.8 million in new discretionary spending, which reflect a 3.7 percentage point increase over last year’s approved budget. This new spending is partially offset or “funded” by approximately \$3.0 million in expenditure reductions equal to 0.8 percent of last year’s budget.

### Adjustments to Base to Maintain Current Services and Programs

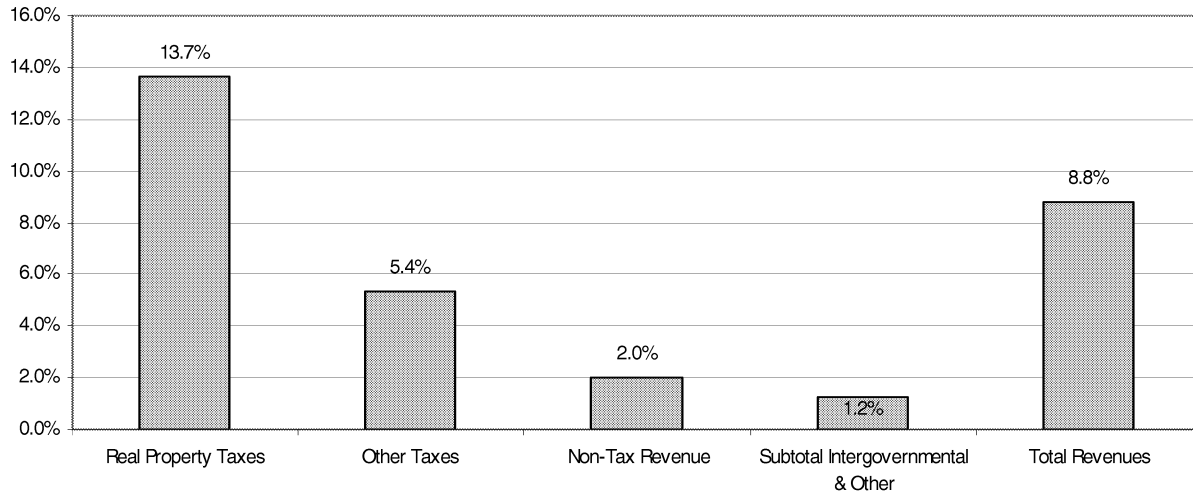
**\$23,271,663**





***Approved fiscal year 2005 General Fund operating revenue increases by 8.8 percent over the approved fiscal year 2004 budget.***

**Percentage Rate of Growth by Revenue Source  
FY 2004 Approved to FY 2005 Proposed**



This increase includes the budgetary impact of a proposal to reduce the real estate tax by four cents per \$100 assessed value. Real estate tax revenue would increase by 13.7 percent over last year's approved budget, reflecting the combination of increased assessments, new construction, and a reduction in the real estate tax rate. The budget also proposes an increase in sanitary sewer fees by additional 20 cents per 1,000 gallons, as the next step in a multi-year process to make sanitary sewer expenditures self-supporting, and an increase in solid waste disposal fees from \$185 to \$205 per residence to keep that activity more self-supporting through user fees. The collection of other taxes would increase by 5.4 percent; other non-tax revenues would increase by 2.0 percent. We estimate that intergovernmental revenue from federal and State sources and other financing sources for the General Fund would increase by 1.2 percent from last year's approved budget.

**General Fund Operating Budget Revenue**  
(\$ in millions)

	<b>FY 2003 Actual</b>	<b>FY 2004 Approved</b>	<b>FY 2005 Approved</b>	<b>Percent Change FY 2004 - 2005</b>
Real Property Taxes	186.431	201.043	228.514	13.7%
Other Taxes	120.627	121.797	128.333	5.4%
Non-Tax Revenue	22.742	22.313	22.766	2.0%
Intergovernmental and other Revenue	46.755	52.595	53.237	1.2%
Total Revenue	376.557	397.748	432.851	8.8%

**Capital Improvement Program**

***The Capital Improvement Program calls for \$302.6 million in expenditures over six years.***

The major projects funded in the CIP over the next six years are a new public high school, a new public safety center, and renovated Patrick Henry, Charles Houston and Chinquapin Recreation Centers.

**Capital Improvement Program Expenditures**  
(City share -- \$ in millions)

<b>Fiscal Years</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Total</b>
FY 2004 Approved CIP	88.950	68.149	61.937	46.111	59.321	15.618	- -	340.086
FY 2005 Approved CIP	- -	75.650	60.052	44.297	86.249	18.869	17.482	302.599
<b>Change</b>	-88.950	7.501	-1.885	-1.814	26.928	3.251	17.482	-37.487

The six-year CIP would be funded by \$160 million in borrowing and \$143 million from city funds, including: \$102 million in cash capital contributions from current revenues, \$16 million from the open space trust fund, \$13 million from sewer fees, \$7.5 million from fund balance, \$2.4 million from bond interest earnings and \$2.5 million from other sources. The CIP complies with the policy limits governing the amount of allowable debt and debt service costs, and should continue to ensure triple-A ratings by the bond rating agencies.

**Capital Improvement Program Budget Financing  
(City Share -- \$ in millions)**

<b>Fiscal Years</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Total</b>
Approved Borrowing	44.827	35.558	18.853	60.317	0	0	159.555
Cash Capital Current Revenues	16.586	18.664	19.664	20.664	12.997	13.137	101.712
Open Space Funds	2.296	2.434	2.580	2.735	2.899	3.072	16.016
Sewer Fees	2.000	2.100	2.900	1.933	2.673	1.273	12.879
Cash Capital Fund Bal.	7.535	0	0	0	0	0	7.535
Bond Interest Earnings	0.600	0.600	0.300	0.600	0.300	0	2.400
Prior Year Funds & Miscellaneous	1.806	0.696	NA	NA	NA	NA	2.502
<b>Total CIP Financing</b>	<b>75.650</b>	<b>60.052</b>	<b>44.297</b>	<b>86.249</b>	<b>18.869</b>	<b>17.482</b>	<b>302.599</b>

**Forces Affecting FY 2005 Revenues and Expenditures**

***The general economic outlook is mostly positive for Alexandria.*** The national economy is recovering from its recession. Gross domestic product is growing, although job growth is much more restrained nationally. As a consequence, productivity levels are increasing and inflation is holding steady at its current low rate. Interest rates are at historically low post World War II rates, including mortgage rates, but have the potential to rise slightly. Our assumption is that the national economy will remain healthy in the next few years. We do anticipate interest rates, particularly mortgage rates, increasing modestly in the future and putting a damper on the recent hyper inflation in home values.

***The regional, northern Virginia economy is healthy, as is Alexandria's economy.*** Only the technology sector has been hesitant in its recovery. Alexandria is doing as well as, if not better than, the rest of northern Virginia. Population and job growth in the City will continue with anticipated economic growth and new development. Locally, the addition of the Patent and Trademark Office (PTO) will add some 7,100 jobs to the City's employment base. Further, the build out of the area around PTO in Eisenhower East will add hundreds of new jobs in the next three to four years. Alexandria's tourism-related revenue may be able to recover in fiscal year 2005, with some assistance, to pre-September 11 levels. The office vacancy rate has declined over the past months, to 9.5 percent in the first quarter of 2004, and this decline is expected to continue slowly. However, the growth in Alexandria real estate values will probably moderate toward their lower, historic rates of growth as mortgage interest rates rise. Also, the interest rate the City can expect to pay on its general obligation bonds to fund the CIP will probably increase from the historically low rate of 3.74 percent (true interest cost) achieved on this past January's issuance of \$64.7 million. (Statistics on the northern Virginia and Alexandria economies are contained in the section "City Facts and Figures" in the Operating Budget.)

***The projection of future revenues assumes that the growth in real estate assessments will moderate.*** The budget assumes a 6 percent annual rate of growth in real estate assessments in calendar year 2005 and beyond. Although this may be seen as conservative given recent double digit rates of growth, it is prudent not to rely on a projection that such historically high rates of growth will continue. Real estate is a cyclical asset class, and all signs point now to a deceleration of the recent high growth trends. The 6 percent projected annual rate of growth equals the annual growth rate in real estate assessments over the last 10 years.

***For other sources of revenue, the budget projects a much more modest 3.9 percent growth in fiscal year 2005.*** Other local taxes will increase at about a 5.4 percent rate as the economy gradually improves. Non-tax revenue will increase by a more modest 2.0 percent rate, reflecting mostly the growth in population and services being rendered for which fees are charged.

***Estimates for intergovernmental revenue from the State are now firm, but Federal intergovernmental revenues are still uncertain.*** The projections for intergovernmental revenue from the Commonwealth are now essentially set for FY 2005 as the General Assembly has completed action on the Commonwealth's budget. With passage of the tax reform measures, the City actually saw an increase in State aid for education, and on the expenditure side of the school's budget the established contribution rates for the teachers' retirement system were less than expected. These adjustments have been incorporated into the approved budget. Federal revenues, however, remain uncertain. Although the President's budget proposes large increases for the Department of Homeland Security, grant programs for local law enforcement agencies, including funding for new police officer positions, could be greatly reduced. The total rate of increase for intergovernmental revenues is estimated to be 8.5 percent.

### **Finding Ways to Save**

***City departments were challenged to find ways to reduce their budgets by 1 percent.*** They met that challenge even though, as described above, the last several years have seen several across-the-board reductions implemented in response to external events and pressures. We asked each department to meet at least half of their expenditure reductions by efficiency savings that would not affect the services they provide and to meet no more than half of their target by reducing nonessential services. After a thorough review of all these proposed savings reductions, we are approving for City departments \$2.3 million in savings. Seventy-two percent of these savings are efficiency savings; twenty-eight percent are service reductions.

***We have developed an incentive for departments to save.*** Those departments that did not request any significant supplemental increases to their FY 2005 budget will be designated an allowance to use in future years equal to 50 percent of their efficiency savings. Using this guideline, the budget proposes to give 16 of the City's departments (mostly small departments) some additional flexibility so that they can live within the stringent across-the-board saving reduction targets applied to everyone. A total of \$72,489 is set aside as a designated reserve for their potential use in future years. (See Appendix J for a listing of those departments and the amounts set aside.)

## The Long Term Outlook

***The approved budget is financially sustainable.*** In December of last year, the two primary bond rating agencies (Moody's Investor Service and Standard and Poor's) again awarded Alexandria their Aaa/AAA ratings as a municipal government with an outstanding financial outlook and sound financial policies and practices. The approved budget continues to comply with the debt policies and financial guidelines that are at the heart of our success in achieving these bond ratings. The budget is an honest one, with no attempts to hide future costs or overestimate future revenue. In fact, the budget is deliberately conservative in projecting future revenue precisely because that practice helps ensure that expenditures will not exceed revenue. Last November, the Council chose to reaffirm the same rules that have governed its consideration of the budget over the last decade. These rules have helped bring about the adoption of balanced budgets and the maintenance of adequate reserves. In fiscal year 2005, as in the past, staff will closely monitor spending and revenue, and present monthly financial reports to Council, and propose whether adjustments are necessary to reflect unanticipated costs, often through the use of contingent funds set aside for this purpose.

***The forecast scenario section of the budget document shows that the operating budget outlook is reasonable given current trends in expenditures and revenue.*** Under the mid-term growth scenario, the Operating Budget appears to be in balance through fiscal year 2010. Yet, there are many reasons to be cautious about the future. Our dependency on real estate tax revenue can become a significant problem, as it did in the 1980's and again in the 1990's, when local real estate values leveled off and actually declined. Also, we have the danger of significant declines in State and federal aid. Furthermore, the local economy is subject to one-time shocks, such as September 11 and its aftermath, a possibility that cannot be ignored in light of Alexandria's proximity to the nation's capital.

***The outlook for funding the Capital Improvement Program also is good.*** Our borrowing remains below all debt policy targets and essentially at or below all debt policy limits. Assuming that future revenue grows faster than the conservative projections used in the budget's forecasts, there may be room to borrow more in future years. However, that is not a decision to make until such higher revenue is reasonably certain. Also, it is contemplated that changes to our debt policy guidelines will be proposed next fall, and these changes, if adopted, may enable the City to borrow additional funds safely without endangering our bond ratings. In the meantime, we will continue to compile a list of additional unfunded capital projects and list them in the approved CIP, as we have done the last several years. We are particularly watching two potentially expensive demands for capital funding: the T.C. Williams High School replacement project, and a potential WMATA request for significantly more capital funds. We also are concerned about how the City may accommodate significant cutbacks in State transportation funding for transportation improvements.

## Final FY 2005 Add/Delete List

The final Add/Delete List is the summary of the adjustments made by City Council on May 3, 2004, to the Proposed Budget. The FY 2005 budget, as amended by the Council adjustments, is the Approved Budget for the fiscal year beginning July 1, 2004, through June 30, 2005.

### A. General Fund operating expenditures as proposed by City Manager \$432,850,876

Net additions (reductions) to the Proposed FY 2005 Budget

Additions and transfers to department and agency budgets:

- |  |                          |
|--|--------------------------|
| 1. Approved a 2.0 percent cost of living adjustment (COLA) for all City employees. Monies (\$3.453 million) were included in the proposed budget.  | No new net fiscal impact |
| 2. Approved merit-in-step increases for all eligible City employees. Monies (\$3.0 million estimate) were included in the FY 2005 proposed budget.   | No new net fiscal impact |
| 3. Approved an increase (\$1.675 million) in the employer share of healthcare benefits for active and retired City employees. Monies were included in the FY 2005 proposed budget.   | No new net fiscal impact |
| 4. Approved an increase in funding for the City Supplemental Retirement Plan for general employees. \$1.0 million was included in the FY 2005 proposed budget for this initiative.   | No new net fiscal impact |
| 5. Approved an increase in the employer share of the Virginia Retirement System. \$0.6 million was included in the FY 2005 proposed budget for this initiative.  | No new net fiscal impact |
| 6. Approved an increase in Contingent Reserves of \$2,000,000, from the ACPS appropriation   | \$2,000,000              |
| 7. Approved an increase in Contingent Reserves of \$190,000 from a decrease in cash capital contribution to the CIP  | \$190,000                |
| 8. Approved a designation (\$2,000,000) within Contingent Reserves for the Alexandria City Public Schools (ACPS) for an Education Aid Contingent, to ensure full funding of ACPS, depending upon action by the Virginia General Assembly | No new net fiscal impact |
| 9. Approved a designation (\$15,000) within Contingent Reserves for Public Safety & Emergency Preparedness.  | No new net fiscal impact |
| 10. Approved a designation (\$300,000) within Contingent Reserves for a loan to the Tenants and Workers Support Committee to acquire a community center.   | No new net fiscal impact |
| 11. Approved a designation (\$25,000) within Contingent Reserves to fund home health aides for ARHA's Ladrey House   | No new net fiscal impact |

12. Approved a designation (\$50,000) within Contingent Reserves for a grant to Lee-Fendall Home for repairs	No new net fiscal impact
13. Approved a designation (\$40,000) within Contingent Reserves for Code enforcement staff increase.	No new net fiscal impact
14. Approved a reduction (\$200,000) in expenditures required for the Sheriff and ERT retirement income plan	(\$200,000)
15. Approved additional funding for the Campagna Kids Program	\$152,000
16. Approved an increase (\$48,000) in the City subsidy to WMATA operating expenditures	\$48,000
17. Approved additional funding for tree maintenance	\$65,000
18. Approved additional funding for gateway landscaping and maintenance and street trash cans	\$35,000
19. Approved additional funding for a Pedestrian and Bicycling Alternative Transportation Coordinator position	\$74,000
20. Approved additional funding to increase Affordable Home Ownership Program (AHOP) income limit to \$61,000	\$245,000
21. Approved additional funding to increase the collection at the Burke Library	\$50,000
22. Approved additional funding for Alexandria Commission for the Arts	\$25,000
23. Approved a reduction in the Sign Plan Coordinator position	(\$70,000)
24. Approved a reduction in the Cash Capital Contribution to the Capital Improvement Program	(\$614,000)
25. Approved a reduction (\$2,000,000) in the transfer to the Alexandria City Public Schools (which was added as a designation in Contingent Reserves)	(\$2,000,000)
The following increases (totaling \$510,000) were funded out of Contingent Reserves:	
26. Approved additional funding for Sister Cities Commission	\$10,000
27. Approved additional funding for the USS Alexandria Commission	\$5,000
28. Approved additional funding for Senior Taxi fare equalization	\$5,000
29. Approved additional funding to reduce the waiting list for the Companion Aide Program for the elderly	\$100,000
30. Approved additional funding for Land Use and Zoning Education Seminars	\$10,000
31. Approved additional funding for the Regional Street Smart Pedestrian and Bicycle Safety Program	\$5,000

32. Approved additional funding for the Summer Youth Employment Program	\$25,000	
33. Approved additional funding to perform service audits and benchmark studies	\$350,000	
Total net fiscal impact of additions, reductions and transfers to department and agency budgets		\$0
General Fund operating expenditures as approved by City Council <sup>1</sup>		<u>\$432,850,876</u>

**B. General Fund revenues and other sources as proposed by the City Manager**

FY 2005 Proposed General Fund revenues	\$429,025,876	
Proposed appropriation from General Fund designated fund balance	<u>\$3,825,000</u>	
		<u>\$432,850,876</u>
1. Decrease in the FY 2005 revenue estimate for General Fund Real Estate Tax Revenue to reflect an additional reduction of 1 cent in the real estate tax rate, to \$0.995	(\$2,296,000)	
2. Increased the FY 2005 revenue estimate for General Fund Business License Tax Revenue to reflect revised projections based on receipts through March 31, 2004.	\$1,600,000	
3. Increased the FY 2005 revenue estimate for General Fund Personal Property Tax Revenue to reflect revised projections based on receipts through March 31, 2004	\$300,000	
4. Increased the FY 2005 revenue estimate for General Fund Transient Lodging Tax Revenue to reflect revised projections based on receipts through March 1, 2004.	\$300,000	
5. Increased the FY 2005 revenue estimate for the General Fund Meals Sales Tax Revenue to reflect revised projections based on receipts through March 31, 2004.	\$300,000	
6. Increased the FY 2005 revenue estimate for Intergovernmental Revenues primarily due to the number of vehicles being registered in the City	\$300,000	
7. Increased the FY 2005 revenue estimate for General Fund Local Sales Tax Revenue to reflect revised projections based on receipts through March 31, 2004	\$100,000	

- 
- 1/ Within the General Fund Contingent Reserves of \$3,180,000 the following designations were made by City Council:
- I. \$2,000,000 for the Alexandria City Public Schools
  - II. \$15,000 for Public Safety and Emergency Preparedness
  - III. \$300,000 for a loan to the Tenants and Workers Support Committee for a community center
  - IV. \$25,000 for home health aides at Ladrey House
  - V. \$50,000 for a grant for repairs at the Lee-Fendall Home
  - VI. \$40,000 for a new Code Enforcement staff position

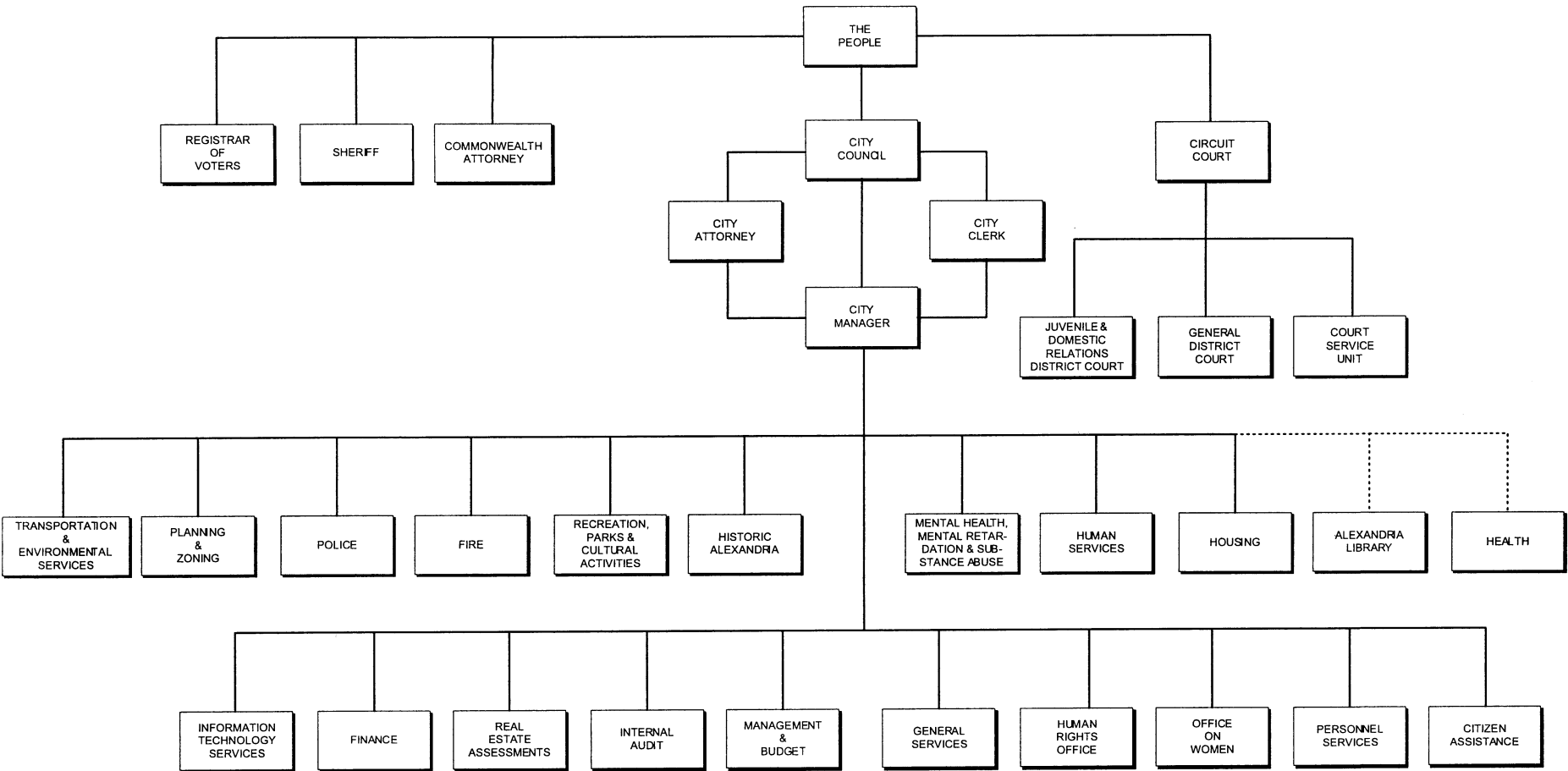
Consistent with City policy, monies budgeted in the Contingent Reserves account can only be expended after specific action by City Council.



8. Increased the FY 2005 revenue estimate of General Fund Motor Vehicle License Tax Revenue to reflect revise projections based on receipts through March 31, 2004	\$50,000	
9. Decreased the FY 2005 revenue estimate for General Fund Other Miscellaneous Tax Revenue to reflect revised projections based on receipts through March 31, 2004	(\$500,000)	
10. Decreased the FY 2005 revenue estimate of General Fund Utility Tax Revenue to reflect revised projections based on receipts through March 31, 2004	(\$400,000)	
11. Increased the FY2005 estimate of Real Property Tax Revenue (reflected as a reduction in projected revenue) to be relieved through the City's Senior Tax Relief Program	(\$200,000)	
12. Decreased the FY 2005 estimate of General Fund Revenue from Fines and Forfeitures to reflect revised projections based on receipts through March 31, 2004	(\$63,000)	
Total revenue adjustments:		<u>(\$509,000)</u>
Changes in designations from fund balance		
1. Increase in proposed appropriation from General Fund Designated Fund Balance (transferred from Public Safety Overhires designation)	\$509,000	
Total additions (reductions) from fund balance		<u>\$509,000</u>
Net additions (reductions) in revenues and other sources		\$ 0
Total General Fund revenues and other sources as approved by City Council		<u>\$432,850,876</u>

<b>C. FY 2005 - FY 2010 Capital Improvement Program Expenditures, as proposed by the City Manager</b>	<b><u>\$303,893,029</u></b>
1. Use of CIP funds designated for Open Space to provide an Open Space Coordinator overhire position for 3 years, with no net fiscal impact to the CIP	0
2. Increase of \$100,000 annually in cash capital for Playground Renovations and Drainage Improvements	\$600,000
3. Decrease in cash capital for the Residential Sign Program of \$24,000 in FY 2005 and \$36,000 per year from FY 2006 to FY 2010	(\$204,000)
4. Decrease of \$300,000 in FY 2005 in cash capital for the Coordinated Sign and Wayfinding System	(\$300,000)
5. Decrease of \$200,000 per year in cash capital for Athletic Field Lighting Improvements from FY 2005 through FY 2010	(\$1,200,000)
6. Decrease of \$40,000 in cash capital in FY 2005 for the Wilkes Street Tunnel Restoration Study	(\$40,000)
7. Decrease in \$150,000 in cash capital in FY 2005 for the Revenue Collection Management System	(\$150,000)
Total additions (reductions) to the Proposed Capital Improvement Plan	<u>(\$1,294,000)</u>
Capital Improvement Program FY 2005 to FY 2010, as approved by City Council	<b><u>\$302,599,029</u></b>

# ALEXANDRIA CITY GOVERNMENT



## Understanding the Budget

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The City's budget serves as the blueprint for the financial and policy decisions that City Council will implement during the fiscal year. Budgeting is necessary for several reasons.

First, the budget is a fiscal plan. Budgeting provides estimates of the costs that will be incurred if activities are carried out as planned; the revenues necessary to finance these activities; and the rates of taxation necessary to generate these revenues. The appropriation ordinance adopted by the City Council establishes the legal authorization for the expenditure of public monies and becomes the approved financial plan for the upcoming fiscal year.

Second, the budget is a management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to provide effective and efficient government services. Program goals, objectives, descriptions and activities are linked to performance measures that are detailed in the budget, as are the costs and resources required to meet the goals and objectives. As a management tool, the budget serves to establish accountability for the effective and efficient operation of specific programs and to locate responsibility for the delivery of City services.

Beginning with City Council's consideration of a longterm vision and a set of major goals for the City of Alexandria, combined with the economic outlook of the City presented by staff and a public hearing to gather citizen input in late November, and continuing through the adoption of the FY 2005 budget on May 3, 2004, the budget process weighs both the short and long term objectives of numerous stakeholders against the available financial resources.

### FY 2005 Budget Planning

The FY 2005 budget process was assisted with City Council's work beginning in the fall of FY 2004 to identify an overall longterm vision for the City with a set of major goals. Although still being finalized, the draft vision has produced eight themes that have provided the basis for the development of the FY 2005 Operating Budget and FY 2005 - 2010 CIP.

- Facilitating unique livable neighborhoods and vibrant urban villages through quality land use planning and transportation improvements;
- Achieving excellence in public education;
- Ensuring the affordability of living in Alexandria for households of all incomes;
- Caring for at-risk youth and families;
- Greening Alexandria through a healthy urban living environment and exciting leisure opportunities;
- Enhancing public safety and the administration of justice;
- Maintaining the City's public infrastructure;
- Promoting economic development and tourism, and ensuring a financially sustainable future.

These objectives were coupled with existing policies and guidelines for developing the budget, including the City's Compensation Philosophy and the Debt-related Financial Policies. These other policies are described below.

## Other Continuing Policy Guidance and Planning

Debt-Related Financial Policies: The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Appendices section of this document, and the City's Proposed FY 2005 to FY 2010 Capital Improvement Program (CIP) is fully consistent with these policies.

Compensation Philosophy: On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help with the City Council, management, employees and the citizens in order to understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2005 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

Youth Policy: The Youth Policy Commission was established by City Council in 1997 to emphasize delinquency prevention, and to target activities that effectively promote positive outcomes for youth and support family through optimal use of existing funds, development of new resources, and engagement of the community. Initiatives that require new or reallocated funding are proposed in the annual budget process, and the Commission monitors success in achieving goals for youth through a biennial Community Report Card. The Commission discussed their FY 2004 - FY 2006 Strategic Plan with City Council in April 2004.

Long Range Quality of Life Planning: Several initiatives have recently been established or are still being formulated to address the quality of life of citizens City-wide, including the availability of affordable housing, the preservation of open space, a City-wide assessment of recreation and leisure needs, and a City-wide transportation policy and plan.

## The Annual Report and Budget Preparation Process

The City's 2003 Annual Report, which reviewed major accomplishments of the past year and identified challenges and fiscal constraints facing City Council in the coming year, provided a framework to help with the development of the FY 2005 Budget.

For the FY 2005 budget process, Departments and agencies submitted detailed operating budget requests to the Office of Management and Budget (OMB) from September through December, in accordance with procedures and guidelines established by the City Manager. OMB and City Manager's Office staff met with departments and agencies during the formative stages of budget development to discuss major issues facing the agencies following years of constrained budgets. Given the fiscal situation the City Manager indicated that only the most critical supplementals would be considered for funding. In addition, all City agencies were required to propose expenditure reductions equal to one percent of their approved FY 2004 General Fund budget. At least 50 percent of these savings were to come from efficiency savings, and no more than 50 percent from service reductions. The savings totaled \$2.3 million and were used, in part, to fund the departments' supplemental requests and other increases in the FY 2005 operating budget.

The budget requests of City agencies and departments included adjustments to base budgets to maintain current services and programs and discretionary supplemental requests. Adjustments to base budgets are requests to finance currently mandated or previously authorized services. Discretionary supplemental requests, which are identified in each department's budget text, are requests to finance the following:

- \* personnel expenditures in addition to merits and other costs authorized in the past year;
- \* non-personnel expenditures which exceed those required to maintain the currently authorized level and scope of services and programs; and
- \* capital outlays for all new equipment and for replacement of equipment with items having substantially greater capabilities than the items being replaced.

After analyzing the budget requests, OMB continued discussions with department and agency heads from November through January to formulate recommendations to the City Manager. In January, the City Manager, the City Manager's staff and OMB met with all departments that were requesting supplemental funding for new positions or initiatives. Department's were also asked to develop overall goals and objectives related to the new vision and themes established by Council and to relate their supplemental requests to achieving these new objectives. The City Manager's Proposed FY 2005 Budget reflected the Manager's consideration of these requests in light of revenue limitations and competing expenditure demands. The top priority initiatives are reflected in the City Manager's Budget Message.

Consistent with the policy followed in recent years' budget processes, the City's budget calendar provides sufficient time to incorporate consideration of the School Board's Adopted FY 2005 Budget prior to the presentation of the City Manager's Proposed FY 2005 Budget. As a result, the City Manager's Proposed FY 2005 Budget was presented to City Council at the Council's March 9, 2004, legislative meeting.

As presented to City Council, the FY 2005 Proposed budget reflected substantial increased residential assessments tempered to some degree by a proposed general 3 cent real estate tax rate reduction and targeted assistance to low income homeowners. The budget also reflected continued steady, but tempered growth in the local economy, a cautiously positive prediction of the economy's future, and conservative estimates of State aid given the uncertainties surrounding the State budget as the General Assembly session was concluding. The FY 2005 budget maintains competitive compensation increases for City and Schools employees, and current levels of service, except those identified by departments through the reduction process as marginal service reductions. It also provides a 7.7 percent increase to the Schools' operating budget. An additional \$2.5 million is set-aside for school capital needs as part of the City's contingent reserve as a result of last minute actions by the General Assembly that both increased state aid for education and reduced school retirement costs from the original conservative estimates. Refer to the City Manager's Message for additional highlights.

### Organization of the Budget Document

In addition to presenting the City's financial plan, the budget document is intended to be a resource and reference guide, providing information on City programs and services. The budget document has been divided into two volumes: one containing the Operating Budget document and the other containing the Capital Improvement Program document.

- \* The Operating Budget document groups City operating departments together by general government program areas, using the program categories defined by the Auditor of Public Accounts for the Commonwealth of Virginia (APA) as a guide. This organization is offered to assist the public in gaining an understanding of the total resources provided in a particular program area.

Section I includes the City Manager's Message. Section II summarizes the budget process, provides general budget guidance, and includes a two page summary of the

approved funding level changes in the General Fund budget. Section III is the "City Facts and Figures" summary; Section IV provides revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, and multi-year revenue and expenditure forecast scenarios. Sections V through IX present budget information for each department. The major elements in these sections are organizational charts, graphs, goals, program descriptions, performance indicators and measures, and a summary of the budget proposal and supplemental budget requests. These sections also contain statements of estimated expenditures for each City department, classified into three expenditure categories (or expenditure "characters"): Personnel Services, Non-personnel Services and Capital Outlays. In an effort to increase the informational value of each department budget, a breakout of expenditures and staffing by division has been included for each department, where applicable.

Section X is comprised of Appendices, which include the salary schedules and classification structures applicable to the City government, the Alexandria Compensation Philosophy, legislative references and charter provisions relating to the budget, and a "Layperson's Guide to Fund Balance," based on a report prepared by the Council-appointed Budget and Fiscal Affairs Advisory Committee.

Section XI is the Program/Services Index, providing a locator guide to program information in the Operating Budget document.

- \* The Capital Improvement Program document describes each capital project that the City plans to undertake over the next six years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2004-2005 Capital Budget, available from the Office of the Assistant Superintendent for Financial and Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

### Budget Amendments

During the fiscal year, the approved budget can be amended by either the reappropriation ordinance (generally in December) or the supplemental appropriation ordinances (generally three to four times during the fiscal year). A reappropriation ordinance allows encumbered monies from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are specifically identified within the previous fiscal year's Comprehensive Annual Financial Report (CAFR). A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments in grant program expenditures. A supplemental appropriation also amends the budget for duly docketed City Council items during the fiscal year that increase or reduce the current fiscal year appropriation. A supplemental appropriation ordinance may, therefore, either increase or reduce the City's total budget from the original approved budget appropriation.

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

Budget transfers within a department may be approved by the City Manager, as discussed in the following section on Budgetary Accounting.

### Budgetary Accounting

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following:

- The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. A detailed estimate of General Fund balance available for appropriation for general operating expenditures is provided in the Statement of Estimated Undesignated General Fund Balance, in Section IV of this document.

The following table and the descriptive material following the table are intended to respond to the Government Finance Officers Association (GFOA) budget document presentation requirement that a fund balance projection be included for each fund, in addition to the General Fund, established by the City. The other funds, discussed below, include the Special Revenue Fund, Capital Projects Fund, and Internal Services Fund.

Governmental Funds			Proprietary Funds	
	Special Revenue Fund	Capital Projects Fund <sup>4</sup>		Internal Services Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/03 <sup>1</sup>	\$13,507,487	\$72,197,717	Beginning Net Assets 7/1/03	\$18,395,205
Plus FY 2004 Budgeted Revenues <sup>2</sup>	\$75,140,275	\$88,949,838	Plus FY 2004 Budgeted Revenues	\$4,103,778
Less FY 2004 Budgeted Expenditures <sup>2</sup>	\$75,140,275	\$88,949,838	Less FY 2004 Budgeted Expenses	\$4,376,963
Projected Fund Balance 6/30/04	\$13,507,487	\$87,800,972	Projected Net Assets 6/30/04	\$18,122,022
Plus FY 2005 Budgeted Revenues <sup>3</sup>	\$79,465,358	\$75,650,407	Plus FY 2005 Budgeted Revenue	\$3,599,800
Less FY 2005 <sup>3</sup> Budgeted Expenditures	\$79,465,358	\$163,451,379 <sup>4</sup>	Less FY 2005 Budgeted Expenses	\$3,869,286
Projected Fund Balance 6/30/05	\$13,507,487	\$0	Projected Net Assets 6/30/05	\$17,852,536

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2003

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2004

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2005

/4 In all likelihood a large portion of Capital Projects will not be expended in FY 2004 and FY 2005, as many capital projects are multi-year in execution.



- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2003, the Special Revenue Fund unreserved fund balance was \$13,507,487. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2005 is \$13,507,487.
- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2003, the Capital Projects Fund had a total fund balance of \$72,197,717. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected Capital Projects Fund fund balance as of June 30, 2005, would be \$0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2005.
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2003, the Equipment Replacement Internal Services Fund had Total Net Assets of \$18,385,205. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2005, is \$17,852,534. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.

All tax revenues and most other revenues -- with the notable exception of State and federal grants -- are budgeted and accounted for in the General Fund. Likewise, all expenditures funded by General Fund revenues are budgeted as direct General Fund expenditures.

This "direct" treatment of expenditures is a concession to a more informative budget presentation. Technically, certain expenditures funded by General Fund revenues -- specifically, grant matches and the City appropriation to the Alexandria City Public Schools -- are accounted for as "transfers out" of the General Fund, "transfers in" to Special Revenue Funds and "expenditures" of Special Revenue Funds. Conceptually, however, these are expenditures of General Fund revenues.

In contrast with the accounting for private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations -- expenditure authorizations adopted by City Council. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds.

Budgets are prepared for the Capital Projects Funds on a project basis that cover the life of the project. The Internal Service Fund are controlled at the total Net Assets level.

Appropriations are administratively controlled at the "character" level of expenditure -- personnel, non-personnel and capital outlays -- reflected in the budget document. The City Manager may, at any time, transfer any unencumbered appropriation within the budget of an office, department or agency. Transfers of appropriations between expenditure characters within the same department or agency budget must be approved by the City Manager (or his designees, the Finance Director and the Director of the Office of Management and Budget). Budget detail pages, showing the budget at the "sub-object" level are available for inspection during business hours in the Office of Management and Budget.

The City's budget follows the same basis of accounting used in preparation of the City's audited Comprehensive Annual Financial Report (CAFR), which are prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). The budgets of the General, Special Revenue and Capital Projects Funds is prepared on the "modified accrual" basis of accounting. Under this method of accounting, revenues are recognized in the period that they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. The budget and financial statements of the Proprietary Funds are presented on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

## Analysis of Changes in the General Fund Operating Budget by Budget Themes

### Summary

<b>FY 2004 Approved General Fund Operating Budget</b>		<b>\$397,748,187</b>
<b>Budget Theme</b>		<b><u>changes</u></b>
Facilitating Livable Neighborhoods and Vibrant Urban Villages		\$2,736,826
Achieving Excellence in Public Education		\$11,387,064
Ensuring the Affordability of Living in Alexandria		\$811,564
Caring for At-Risk Youth and Families		\$4,456,424
Greening Alexandria Through a Healthy Urban Environment and Leisure Opportunities		\$2,166,896
Enhancing Public Safety and Administration of Justice		\$5,836,989
Maintaining the City's Public Infrastructure		\$6,230,468
Promoting Economic Development and Tourism, and Ensuring Financial Sustainability		\$499,626
Insurance and Other Changes		\$976,832
<b>Subtotal of Changes</b>		<b>\$35,102,689</b>
<b>FY 2005 Proposed General Fund Operating Budget</b>		<b>\$432,850,876</b>

**Details**

<b>Facilitating Livable Neighborhoods and Vibrant Urban Villages</b>	
	<u>changes</u>
Transportation Consultant Studies	\$175,000
Planning Professional Services	\$445,000
Fire Code Enforcement Staff	\$75,372
T&ES Bus Shelter Maintenance	\$80,000
DASH Transit Subsidies Current Services	\$304,860
DASH Transit Subsidies Service Expansion	\$125,000
T&ES Paratransit Operating Subsidies	\$283,052
WMATA Operating Subsidies	\$560,446
VRE Operating Subsidies	\$4,654
Transit Subsidies other adjustments to base	\$261,998
Pedestrian and Bicycling Coord. Pos.	\$74,000
Planning Neighborhood Planner	\$70,000
Planning Neighborhood Planner Overhire	\$70,000
Planning GIS Senior Technician	\$43,651
Planning Printing and Photocopy Supplies	\$13,000
Planning Office Supplies	\$6,000
Planning and Zoning other adjustments to base	\$160,986
Planning and Zoning 1% Savings	-\$32,221
Land Use and Zoning Ed. Seminars	\$10,000
Northern VA Transportation Comm.	-\$1,682
Regional Street Smart Pedest. & Bike Safety	\$5,000
Metro Washington COG adjustments to base	\$2,710
<b>Subtotal</b>	<b>\$2,736,826</b>

<b>Achieving Excellence in Public Education</b>	
	changes
COLA for School Staff	\$2,300,000
VRS Contribution Rate Increase	\$1,980,000
No-Child Left Behind Mandate	\$428,759
Triennial Census	\$65,210
Health Insurance Contribution Increase	\$640,000
Textbook Adoption--Science	\$565,081
Reserve Teacher's and Paraprofessionals	\$726,609
Step Increase	\$3,194,223
Technology -- One time costs for Minnie Howard	-\$220,000
Staffing Reductions (enrollment decline)	-\$1,571,262
Differential Resources (enrollment decline)	-\$171,550
Reductions to Tucker summer school	\$0
and Kindergarten Prep expenses	-\$30,365
Reductions School Allocations and One-time	\$0
expenses	-\$1,386,946
Financing changes	-\$802,653
Expenditure Reductions Central Office	-\$257,947
Expenditure Reductions Staffing	-\$640,955
ACPS Discretionary Supplementals	\$4,100,184
Education Contingent Reserve	\$2,468,435
Other Education (non ACPS)	\$241
<b>Subtotal</b>	<b>\$11,387,064</b>

<b>Ensuring the Affordability of Living in Alexandria</b>	
	changes
Low Income Home Owner Tax Relief	\$745,000
Metro Washington COG (affordable housing)	\$4,146
Housing 1% Savings	-\$17,615
Housing other adjustments to base	\$80,033
<b>Subtotal</b>	<b>\$811,564</b>

## Caring for At-Risk Youth and Families

	changes
MH/MR/SA (increased staff less vacancies)	\$430,693
MH/MR/SA Safe Haven Operating costs	\$111,891
MH/MR/SA Vocational and day support	\$46,700
MH/MR/SA Utilities at 4480 King St.	\$53,031
MH/MR/SA Shift Differential costs	\$51,917
MH/MR/SA other adjustments to base	\$961,604
MH/MR/SA 1% Savings	-\$121,026
DHS Companion Aide program	\$350,000
DHS ACPMT Staff support	\$45,922
DHS Emergency Assistance	\$150,000
DHS Funding for Continuing	\$0
Social Services Overhires	\$95,000
DHS Expanding Childrens Fund	\$50,182
DHS Community Services Act mandates	\$1,012,639
DHS Senior Taxi Extension and Equalization	\$35,000
DHS other adjustments to base	\$967,971
DHS Youth Summer Employment	\$25,000
DHS Campagna Kids	\$152,000
DHS 1% Savings	-\$202,874
Health Utilities at 4480 King St.	\$48,624
Health Mosquitoborne Illness Prevention	-\$71,062
Health Consultation and Diagnostic Servs.	\$39,000
Health Computers for 4480 King St.	\$28,000
Health other adjustments to base	\$224,249
Health 1% Savings	-\$109,341
Alexandria Health Center	\$25,000
Health Systems Agency of Northern VA	\$1,303
Community Partnership Program	\$41,085
Youth Fund	\$13,916
<b>Subtotal</b>	<b>\$4,456,424</b>

<b>Greening Alexandria Through a Healthy Urban Environment and Leisure Opportunities</b>	
	<u>changes</u>
Festival of the Arts	\$25,000
Alexandria Commission for the Arts	\$25,000
Mirant Study	\$50,000
Police Expansion of Traffic Enforcement Unit	\$114,000
Recreation Buddie Ford Nature Center	\$119,094
Recreation Durant Recreation Center	\$118,000
Recreation Contract Tree Maintenance	\$195,000
Recreation Institute and Support Staff	\$95,101
Recreation Mowing Costs	\$10,000
Recreation Forestry Plan Study	\$25,000
Recreation Gateway Maintenance	\$50,335
Recreation Snow Removal/Storm Clean Up	\$16,600
Recreation other adjustments to base	\$624,694
Recreation 1% Savings	-\$117,800
T&ES Brick Sidewalk Repair	\$35,000
T&ES Street Sweeper	\$27,250
T&ES Route Consolidation	-\$15,645
T&ES Additional Super Cans	\$15,645
T&ES Commercial Recycling and Solid Waste Coordinator	\$55,000
T&ES TIP fee increase (residential)	\$185,263
T&ES TIP fee increase (commercial)	\$10,020
T&ES Snow Removal/Storm Clean Up	\$100,000
T&ES Street Trash Cans	\$10,000
T&ES other adjustments to base	\$610,184
T&ES 1% Savings	-\$220,523
Other Recreation Activities Adj. To Base	\$4,678
<b>Subtotal</b>	<b>\$2,166,896</b>

# Enhancing Public Safety and Administration of Justice

	changes
Continuation of Clerk of Court Overhires	\$77,500
Conversion of Clerk of Court Employees to City Pay Scales	\$40,000
Clerk of Court other adjustments to base	\$64,052
Clerk of Court 1% Savings	-\$13,240
Police Mobile Computer System	\$216,567
Police Mobile Computer System	\$46,009
Police City Share of COPS Grant	\$250,233
Police TENS Computer Operating Costs	\$24,000
Police DAT Recorder Lease Payments	\$57,419
Police other adjustments to base	\$1,574,918
Police 1% Savings	-\$200,348
Sheriff Protective Vests	\$25,795
Sheriff X-Ray Portable Scanners	\$13,200
Sheriff Security Equipment	\$6,000
Sheriff Office Furniture	\$7,500
Sheriff Deputy for NVCJA	\$60,044
Sheriff Mandated Medical Services	\$105,741
Sheriff SCBA Maintenance	\$6,000
Sheriff other adjustments to base	\$1,182,416
Sheriff 1% Savings	-\$185,845
Fire Office of Emergency Management	\$302,572
Fire Emergency Medical Services	\$211,584
Fire Information Technology Staffing	\$18,354
Fire Equipment Replacement	\$34,540
Fire Communication Operating Costs	\$125,063
Fire FLH Overtime	\$37,677
Fire Increased Staffing (less vacancies)	\$215,351
Fire Utility Costs	\$28,119
Fire other adjustments to base	\$1,346,224
Fire 1% Savings	-\$280,004
Adult Probation and Parole Salary Supp.	\$57,183
Other Public Safety Adjustment to Base	\$124,604
Registrar of Voters office lease	\$9,103
Registrar of Voters Maintenance of Equipment	\$20,250
Registrar of Voters other adjustments to base	\$38,087
Registrar of Voters 1% Savings	-\$8,957
Commonwealth Attorney adjustments to base	\$39,707
Commonwealth Attorney 1% Savings	-\$22,108
18th Circuit Court	\$52,844
18th Circuit Court 1% Savings	-\$11,777
Court Services Unit	\$145,621
Court Services Unit 1% Savings	-\$8,251
Law Library	\$5,193
Law Library 1% Savings	-\$757
Juvenile and Domestic Relations 1% Savings	-\$339
18th District Court 1% Savings	-\$855
<b>Subtotal</b>	<b>\$5,836,989</b>



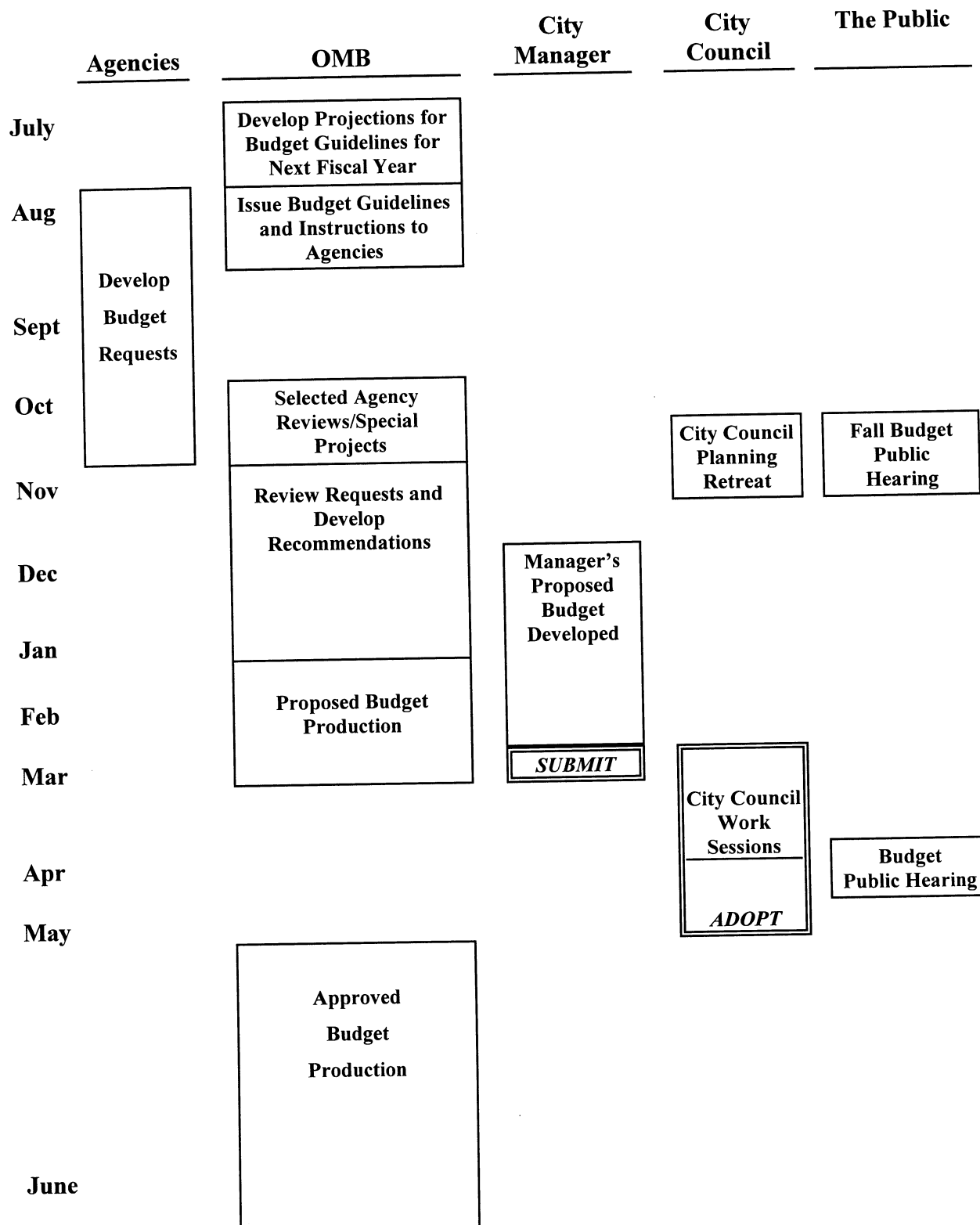
<b>Maintaining the City's Public Infrastructure</b>	
	<b>changes</b>
Cash Capital	\$1,927,000
Debt Service	\$1,576,899
General Services Capital Project Division Chief Overhire	\$108,003
General Services Maintenance Expenses	\$323,300
General Services Replace CNG Vehicles	\$1,075
General Services other adjustments to base	\$426,798
ITS Payroll Programming Contract	\$147,000
ITS other adjustments to base	\$366,520
ITS 1% Savings	-\$61,100
Finance Pension Administration Staff	\$88,548
Finance Automated System Maintenance	\$5,825
Finance other adjustments to base	\$380,045
Finance 1% Savings	-\$95,800
Libraries Duncan Librarian	\$25,107
Libraries Duncan Assistant Librarian	\$17,798
Libraries Materials	\$40,000
Libraries Rent and Utilities for Leased Space	\$34,000
Libraries other adjustments to base	\$367,305
Libraries Burke Library Books	\$50,000
Libraries 1% Savings	-\$27,361
Personnel Kronos System Staff	\$46,675
Personnel Kronos System Maintenance	\$55,000
Personnel Office Renovations	\$105,000
Personnel Employee Survey	\$22,000
Personnel other adjustments to base	\$144,953
Personnel 1% Savings	-\$22,765
Human Rights extend overhire position	\$30,000
Human Rights adjustments to base	-\$9,076
Human Rights 1% Savings	-\$4,405
Office on Women adjustments to base	\$80,242
Office on Women 1% Savings	-\$10,884
Office of Real Estate Assessments adj. to base	\$23,826
Office of Real Estate Assessments 1% Savings	-\$9,311
Office of Management and Budget adj. to base	\$37,615
Office of Management and Budget 1% Savings	-\$9,487
Citizens Assistance	\$19,873
Citizens Assistance Closed Captioning	\$30,000
Citizens Assistance 1% Savings	-\$5,750
Internal Audit	\$7,840
Internal Audit 1% Savings	-\$1,840
<b>Subtotal</b>	<b>\$6,230,468</b>

<b>Promoting Economic Development and Tourism, and Ensuring Financial Sustainability</b>	
	<b>changes</b>
Holiday Marketing Program	\$125,000
ACVA adjustment to base	\$92,600
ACVA increased marketing	\$150,000
AEDP adjustment to base	\$21,444
AEDP increased marketing	\$5,850
Alexandria Small Business Development Ctr.	\$20,000
Northern VA Regional Commission	\$10,599
Historic Alexandria adjustments to base	\$96,326
Historic Alexandria 1% Savings	-\$22,193
<b>Subtotal</b>	<b>\$499,626</b>

<b>Insurance and Other Changes</b>	
	<b>changes</b>
Fees for Pension Consultants	\$250,000
City Legal Expenses	\$35,000
ADA Compliance	\$50,000
Tuition Reimbursement	\$25,000
Other Misc. changes from Approved budget	-\$878,484
Group Health for Retirees	\$191,960
General Liability Insurance	\$71,910
Liability Property Insurance	\$420,000
Professional Liability Insurance	\$55,000
City Academy	\$5,000
City Resident Survey	\$50,000
Publications	\$29,517
Sister Cities	\$10,000
USS Alexandria	\$5,000
Service and Audit Benchmarks	\$350,000
City Memberships	-\$18,042
Contingent Reserves	\$255,000
City Manager adjustments to base	\$101,423
City Manager 1% Savings	-\$18,562
City Attorney adjustments to base	\$55,037
City Attorney 1% Savings	-\$14,700
City Council adjustments to base	-\$3,972
City Council 1% Savings	-\$5,460
City Clerk adjustments to base	-\$40,295
City Clerk 1% Savings	-\$3,500
<b>Subtotal</b>	<b>\$976,832</b>

# City of Alexandria Budget Process

Fiscal Year runs from July 1 to June 30



# City of Alexandria, Virginia

## Facts and Figures

# CITY OF ALEXANDRIA, VIRGINIA

## FACTS AND FIGURES

### CITY GOVERNMENT

Date of Incorporation	1779
Date of City Charter	1922
Form of Government	Council - Manager
Number of Full-Time City Positions (FY 2005 Proposed)	2,326
Number of Full-Time Equivalent School Positions (FY 2005 Approved)	2,078

### PHYSIOGRAPHIC

#### Land Area

Square Miles	15.75
Acres of Public Parks & Open Space	946.7
Total Acres of Parks and Open Space per 1,000 Population	6.9

**Elevation** 30 Feet Above Sea Level

#### Temperature

Average January Temperature	34.9°
Average July Temperature	79.2°

#### Miles of Streets, Sidewalks & Alleys

Streets:	
Paved - Lane miles	513
Unpaved	0.17
Sidewalks	321
Alleys, Paved	20.56

#### Utilities

Telephone	Various
Electric	Dominion Virginia Power
Gas	Washington Gas
Water	Virginia-American Water Company
Sewer	Alexandria Sanitation Authority
Cable	Comcast

### ECONOMIC INDICATORS

#### Persons Employed on Alexandria Job Sites\*

4 <sup>th</sup> Quarter Average 2002	90,087
4 <sup>th</sup> Quarter Average 2001	91,183
4 <sup>th</sup> Quarter Average 2000	94,195

\*Includes workers covered by State unemployment insurance.

### ECONOMIC INDICATORS, continued

#### Largest Private Employers (July 2003)

INOVA Alexandria Hospital	1,539
Institute for Defense Analysis	1,200
American Diabetes Association	900
Center for Naval Analysis	600

#### Largest Public Employers (July 2003)

U.S. Department of Defense	
Civilian	4,606
Military	4,367
City of Alexandria	2,285
Alexandria Public Schools	2,099
WMATA (Metro)	1,162
Northern Virginia Community College	952
U.S. Department of Agriculture	675
U.S. Postal Service - Alexandria	396

#### Alexandria Employment

	<u>1<sup>st</sup> Qtr '03</u>	<u>2<sup>nd</sup> Qtr '03</u>	<u>%Change</u>
Construction	3,256	3,839	+ 17.9
Manufacturing	1,509	1,420	-5.9
Transportation, Communications, Utilities	1,745	1,871	+ 7.2
Trade	11,170	11,098	+ 0.6
Finance, Insurance, Real Estate	6,700	6,825	+ 1.9
Services	48,638	47,089	-3.2
Government	16,207	16,600	+ 2.4

#### Unemployment Rate 12/02 12/03 % Change

Alexandria	2.8%	2.1%	-25.0
Virginia	3.6%	3.3%	-8.3
U.S.	5.7%	5.4%	-5.3

#### Retail Sales (in thousands)

	<u>4<sup>rd</sup> Qtr '02</u>	<u>4<sup>rd</sup> Qtr '03</u>	<u>% Change</u>
Alexandria	\$567,410	\$598,404	+ 5.5
Virginia	\$19,011,263	\$23,840,068	+ 25.4

#### Tourism 12/02 12/03 % Change

Number of Hotel/Motel Rooms	4,215	4,215	-0-
Occupancy Rate	49.2%	49.7%	+ 1.0
Average Daily Rate	\$91.57	\$93.09	+ 1.7

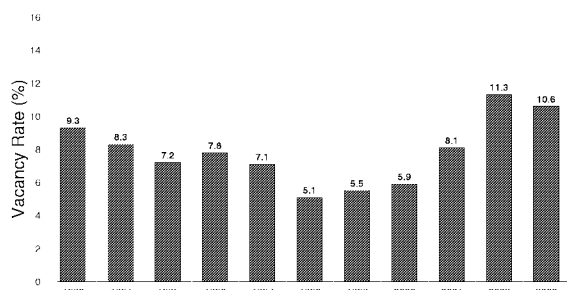
# CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

## ECONOMIC INDICATORS, continued

### Office Vacancy Rate

	<u>4th Qtr '02</u>	<u>4th Qtr '03</u>	<u>% Change</u>
Alexandria	11.5%	10.3%	-10.4

### Commercial Property Vacancy Rates CY 1993 - 2003



### Taxes

#### Real Property Tax Rate

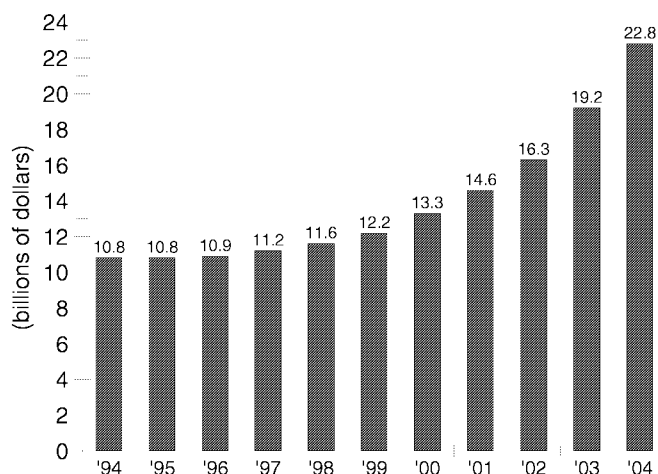
FY 2005 (Approved)	\$0.995 per \$100 assessed value
FY 2004 (Approved)	\$1.035 per \$100 assessed value

#### Personal Property Tax Rate

FY 2005 (Approved)	\$4.75 per \$100 assessed value
FY 2004 (Approved)	\$4.75 per \$100 assessed value

FY 2005 Value of one-cent per calendar year on  
the Real Property Tax Rate    Approx. \$2.3 million

### Total Assessed Value of Real Property Calendar Year 1994 - 2004



## ECONOMIC INDICATORS, continued

### City Finances

Bond Ratings	
Moody's Investors Service, Inc.	Aaa
Standard & Poor's	AAA

### Budgets

FY'05 Total Operating Budget	\$520,839,268
General Fund Budget	\$432,850,876
Special Revenue Fund*	\$81,353,977
Other Funds and Financing	
Sources	\$6,635,034

\* Includes federal and State Grants, and Other Charges and Donations.

## DEMOGRAPHICS

### Population

FY 2005 (estimate)	137,600
2000 U.S. Census	128,283
1990 U.S. Census	111,183

### Households

2003 Estimate	65,759
2000 U.S. Census	61,889
1990 U.S. Census	53,280

### Average Household Size

2000 U.S. Census	2.04 persons
1990 U.S. Census	2.04 persons

### Age (2000 Population)

(1-19)	23,376
(20-34)	42,490
(35-64)	50,812
(65 +)	11,605

### Race and Ethnicity

(2000 Census)

White (Non-Hispanic)	53.7%
African American	22.2%
Hispanic (all races)	14.7%
Asian & Pacific Islander	5.7%
Other and Multiple Races	3.5%
American Indian & Alaskan Native	0.2%
Total*	100%

\* Percentage column does not sum to the total shown due to rounding.

# CITY OF ALEXANDRIA, VIRGINIA

## FACTS AND FIGURES

### DEMOGRAPHICS, continued

#### Median Household Income - 2002 Estimate

Alexandria	\$74,091
Northern Virginia	\$90,129
Virginia	\$51,305
2000 U.S. Census - Alexandria	\$56,054

#### Per Capita Income

2004 - Alexandria (Estimate)	\$56,063
2001 - Alexandria	\$49,553
Washington Region*	\$41,754
Virginia	\$32,338
U.S.	\$30,413
1990 - Alexandria	\$31,725

\* Washington Region = DC, MD, VA, WV (PMSA)

#### Median Family Income

2002 Estimate - Alexandria	\$74,091
Virginia	\$51,305

#### Registered Voters

December 31, 2003	71,425
December 31, 2002	73,082
December 31, 2000	76,005

Source: City of Alexandria Approved Budget Documents

#### Housing

##### Housing Units - June, 2003

Single-family Homes	21,436
Condominiums*	14,734
Rental apartments (est.)	<u>32,551</u>
Total	68,721

\* Townhouse condos are counted as single-family homes.

##### Housing Units by Occupancy

	Owner	Renter
2000 U.S. Census	40%	60%

##### Average Assessed Value (2004)

All Residential Units	\$361,040
Single-family Homes	\$474,681
Condominiums*	\$216,571

\* Townhouse condos are counted as single-family homes.

### DEMOGRAPHICS, continued

#### Average Market Rents

	<u>2002</u>	<u>2003</u>
Efficiency	\$794	\$828
1 Bedroom Apartment	1,105	1,128
2 Bedroom Apartment	1,276	1,327
3 Bedroom Apartment	1,431	1,494

#### Median Assessed Value of Homes and Condominiums (2004)

Assessed Value	Units	Total Value	Median
Less than \$100,000	1,229	\$102,375,500	\$88,200
\$100,000-\$249,999	12,300	\$2,157,328,700	\$176,000
\$250,000-\$499,999	16,082	\$5,746,981,100	\$351,100
\$500,000-\$749,999	5,082	\$3,052,425,900	\$586,700
\$750,000-\$999,999	1,144	\$971,892,800	\$835,000
\$1,000,000 and over	774	\$1,180,461,500	\$1,242,500

Source: Real Estate Assessor

### EDUCATION

#### Public School Membership

September, 2004 (Estimate)	10,704
September, 2003	10,762
September, 2002	10,979
September, 1990	9,488

#### Student Profile 9/02 Membership Percent

African American	4,628	43.0
Hispanic	2,906	27.0
White	2,475	23.0
Asian/Pacific Islander	721	6.7
American Indian/ Alaskan Native	<u>32</u>	<u>0.3</u>
Total	10,762	100%

#### Budget

FY 2005 Total Schools Budget	\$171,582,431
Expenditures per Pupil Enrolled*	\$14,664

\* Includes only Operating Costs.

Source: Education information provided by the Alexandria City Public Schools FY 2005 Approved Budget.

# FY 2005 Operating Budget Summary Tables



## Statement of Total Revenues for Operating Funds

	Budgeted FY 2004	Projected FY 2004	Proposed FY 2005	Approved FY 2005
General Fund				
Total General Property Tax Revenues	\$233,827,402	\$240,832,431	\$264,700,776	262,505,157
Total Other Local Tax Revenues	89,013,000	90,516,500	92,892,500	94,342,500
Total Non-tax Revenues	<u>67,371,184</u>	<u>69,744,600</u>	<u>71,432,600</u>	<u>71,669,219</u>
Total General Fund Revenues	\$390,211,586	\$401,093,531	\$429,025,876	\$428,516,876
Special Revenue Fund/1				
State Aid	35,572,750	35,572,750	36,879,076	38,767,695
Federal Aid	30,329,579	30,329,579	33,127,258	33,127,258
Charges, Donations and Other	<u>9,237,946</u>	<u>9,237,946</u>	<u>9,459,024</u>	<u>9,459,024</u>
Total Special Revenues	\$75,140,275	\$75,140,275	\$79,465,358	\$81,353,977
Internal Services Fund/2				
	\$4,376,963	\$4,376,963	\$3,869,286	\$3,869,286
Total Special Revenue Funds	<u>\$79,517,238</u>	<u>\$79,517,238</u>	<u>\$83,334,644</u>	<u>\$85,223,263</u>
Total Revenues	<u>\$469,728,824</u>	<u>\$480,610,769</u>	<u>\$512,360,570</u>	<u>\$513,740,139</u>
Other Sources				
Component Unit (Schools ) Fund Balance	1,973,421	1,973,421	2,765,748	2,765,748
City General Fund Balance	6,000,000	6,000,000	3,825,000	4,334,000
Recycling Fund Balance	583,601	564,323	0	0
Open Space Fund Balance	<u>953,000</u>	<u>953,000</u>	<u>0</u>	<u>0</u>
Total Other Sources	<u>\$9,510,022</u>	<u>\$9,490,744</u>	<u>\$6,590,748</u>	<u>\$7,099,748</u>
Total City and Schools				
All Funds Revenues and Other Sources	<u>\$479,238,846</u>	<u>\$490,101,513</u>	<u>\$518,951,268</u>	<u>\$520,839,887</u>

/1 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program.

/2 The Equipment Replacement Internal Services Fund accounts for revenues (equipment rental charges assessed to user departments as part of departmental operating budgets), depreciation charges and associated expenditures to replace vehicles and capital equipment. Equipment replacement monies are accrued for scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.

## Statement of Total Expenditures for Operating Funds

	Approved FY 2004	Approved FY 2005	Percentage Change (FY 2004 to FY 2005)
General Fund			
City Total Operating Expenditures	\$238,302,353	\$260,982,755	9.5%
City Appropriation to the Schools	121,191,334	130,109,722	7.4%
Capital Projects			
Debt service	21,299,500	22,876,399	7.4%
Capital Projects /1	16,955,000	18,882,000	11.4%
Total General Fund Budget	<u>\$397,748,187</u>	<u>\$432,850,876</u>	8.8%
Special Revenue Fund /2	\$77,113,696	\$84,119,725	9.1%
Internal Services Fund /3	\$4,376,963	\$3,869,286	(11.6%)
Community Recycling Enterprise Fund	<u>\$ 0</u>	<u>\$ 0</u>	
Total Other Funds Budget	<u>\$81,490,659</u>	<u>\$87,989,011</u>	8.0%
Total City and Schools All Funds Operating Budget	<u>\$479,238,846</u>	<u>\$520,839,887</u>	8.7%

- /1 FY 2005 does not reflect the post budget adoption conversion of the \$2.5 million K-12 education contingent to cash capital for the new T.C. Williams construction project.
- /2 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program. Also, included in this category are expenditures supported by the Schools' appropriation of \$1,592,324 in General Fund Balance and \$381,097 in School Lunch Fund Balance in FY 2004 and \$2,361,906 in General Fund Balance and \$403,842 in School Lunch Fund Balance in FY 2005.
- /3 The Equipment Replacement Internal Services Fund accounts for revenues (equipment rental charges assessed to user departments as part of departmental operating budgets), depreciation charges and associated expenditures to replace vehicles and capital equipment. Equipment replacement monies are accrued for the scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.

## Statement of Total Sources and Uses for Operating and Capital Funds

	Estimated FY 2004	Approved FY 2005
<b>Sources</b>		
Total General Fund Revenues	\$401,093,531	\$428,516,876
Total Special Revenue Fund Revenues	\$75,140,275	\$81,353,977
Internal Services Fund Revenues	\$4,376,963	\$3,869,286
Recycling Fund Revenues	\$0	\$0
Alexandria Transit Company Fare Box Revenues	\$1,845,000	\$1,850,000
City Appropriation to the		
General Fund from its Fund Balance	\$6,564,323	\$4,334,000
Open Space Fund from its Fund Balance	\$953,000	
Schools Appropriation to the		
Schools Operating Fund and the School Lunch Fund		
from its fund balances	\$1,973,421	\$2,765,748
General Obligation Bond Proceeds	64,700,000	44,826,655
Fund Balance Designation	4,200,000	7,536,116
Bond Interest Earnings	994,838	600,000
Sewer Fees and Other Sources	<u>2,100,000</u>	<u>3,805,636</u>
Total Sources	<u>\$563,941,351</u>	<u>\$579,458,294</u>
<b>Uses</b>		
<b>Operating</b>		
Legislative and Executive	4,213,767	4,283,738
Courts and Constitutional Officers	31,010,959	32,254,754
General Government	59,854,826	69,119,576
Operating Agencies /1	211,838,533	226,554,089
Education /2	157,210,761	171,595,730
Cash Capital transfer to CIP /3	<u>16,955,000</u>	<u>18,882,000</u>
Total Operating	\$481,083,846	\$522,689,887
Capital Improvement Program	88,949,838	75,650,407
Less Cash Capital transfer to CIP	<u>(16,955,000)</u>	<u>(18,882,000)</u>
Net Capital Improvement Program	<u>\$71,994,838</u>	<u>\$56,768,407</u>
Total All Funds Operating and Capital Uses	<u>\$553,078,684</u>	<u>\$579,458,294</u>

/1 The Libraries are considered a component unit and are partially funded by a transfer from the City's General Fund operating budget. The transfer out to the Libraries was \$5,462,295 in FY 2004 and \$5,969,144 in FY 2005. The Alexandria Transit Company operating budget supported by fare box revenues is reflected here, in the amount of \$1,845,000 in FY 2004 and \$1,850,000 in FY 2005.

/2 The Alexandria City Public Schools are a component unit and are partially funded by a transfer from the City's General Fund operating budget. The transfer out from the General Fund to the School system was \$121,191,334 in FY 2004 and \$130,109,722 in FY 2005.

/3 FY 2005 does not reflect the post budget adoption conversion of the \$2.5 million K-12 education contingent to cash capital for the new T. C. Williams construction project.

## TOTAL OPERATING FINANCIAL RESOURCES

	Approved FY 2004	Approved FY 2005
Expenditures <All Funds>		
Personnel	\$306,078,731	\$333,854,294
Non-Personnel and Capital Goods Outlay	\$134,905,615	\$145,227,194
Cash Capital	\$16,955,000	\$18,882,000
Debt Service	<u>\$21,299,500</u>	<u>\$22,876,399</u>
Total Expenditures	<u>\$479,238,846</u>	<u>\$520,839,887</u>
Special Revenues and Other Sources		
Special Revenue Fund	(\$75,140,275)	(\$81,353,977)
Internal Services Fund	<u>(\$4,376,963)</u>	<u>(\$3,869,286)</u>
Total Special Revenues and Other Sources	<u>(\$79,517,238)</u>	<u>(\$85,223,263)</u>
City General Fund Balance	(\$6,000,000)	(\$4,334,000)
City Recycling Fund Balance	(\$583,601)	(\$0)
City Open Space Fund Balance	(\$953,000)	(\$0)
Schools Operating and Lunch Fund Balance	<u>(\$1,973,421)</u>	<u>(\$2,765,748)</u>
Total Use of Fund Balance	<u>(\$9,510,022)</u>	<u>(\$7,099,748)</u>
Total General Fund Revenues	<u>\$390,211,586</u>	<u>\$428,516,876</u>
Total City and Schools Full-Time Positions	4,391.0	4,404.0

# Expenditure Summaries

## Share of FY 2005 Approved Budget by Department

Department	Approved General Fund Expenditures	As a Percent of General Fund	Approved General & Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Schools	\$130,109,722	30.1%	\$171,582,431	32.9%
Police	42,317,562	9.8%	43,479,083	8.4%
Fire	30,147,115	7.0%	31,377,914	6.0%
Transportation and Environmental Services	23,018,467	5.3%	24,327,230	4.7%
Sheriff	19,805,396	4.6%	20,588,028	4.0%
Human Services	19,406,467	4.5%	44,643,097	8.6%
Capital Projects (cash capital) /1	18,882,000	4.4%	18,882,000	3.6%
Recreation, Parks and Cultural Activities	16,841,750	3.9%	17,274,525	3.3%
Mental Health, Mental Retardation, and Substance Abuse	13,637,395	3.2%	24,702,335	4.7%
Transit Subsidies	10,408,321	2.4%	10,408,321	2.0%
General Services	10,369,369	2.4%	10,716,992	2.1%
Finance	7,774,285	1.8%	7,824,285	1.5%
Health	7,229,489	1.7%	7,229,489	1.4%
Information Technology Services	6,564,009	1.5%	7,329,009	1.4%
Library	5,969,144	1.4%	6,366,648	1.2%
Other Public Safety and Justice Activities	3,866,074	0.9%	4,064,407	0.8%
Planning and Zoning	3,550,167	0.8%	3,550,167	0.7%
Personnel Services	2,627,390	0.6%	2,633,390	0.5%
Other Planning Activities	2,560,369	0.6%	2,560,369	0.5%
Historic Alexandria	2,283,020	0.5%	2,500,580	0.5%
Commonwealth's Attorney	2,228,367	0.5%	2,485,971	0.5%
City Manager	1,939,072	0.5%	1,939,072	0.4%
City Attorney	1,506,405	0.4%	1,506,405	0.3%
Clerk of Courts	1,492,296	0.3%	1,492,296	0.3%
Housing	1,455,085	0.3%	3,838,618	0.7%
18th Circuit Court	1,218,075	0.3%	1,218,075	0.2%
Office on Women	1,157,741	0.3%	1,551,319	0.3%
Human Services - Children's Fund	1,053,814	0.2%	1,053,814	0.2%
Real Estate Assessments	1,027,914	0.2%	1,027,914	0.2%
Court Service Unit	1,002,276	0.2%	1,199,383	0.2%
Management and Budget	976,816	0.2%	976,816	0.2%
Registrar of Voters	954,197	0.2%	954,197	0.2%
Human Services - Community Partnership Fund	862,775	0.2%	862,775	0.2%
Citizen Assistance	616,759	0.1%	622,159	0.1%
City Council	536,569	0.1%	536,569	0.1%
Human Rights	456,999	0.1%	481,999	0.1%
City Clerk and Clerk of Council	301,692	0.1%	301,692	0.1%
Youth Fund	292,226	0.1%	292,226	0.1%
Other Recreation Activities	236,898	0.1%	236,898	0.1%
Internal Audit	190,032	0.0%	190,032	0.0%
18th General District Court	84,638	0.0%	84,638	0.0%
Law Library	80,150	0.0%	134,150	0.0%
Juvenile and Domestic Relations Court	33,609	0.0%	33,609	0.0%
Other Educational Activities	13,299	0.0%	13,299	0.0%
Subtotal Agencies and Departments /2	\$397,085,215	91.7%	\$485,074,226	93.1%

/1 FY 2005 does not reflect the post budget adoption conversion of the \$2.5 million K-12 education contingent to cash capital for the new T.C. Williams construction project.

/2 Percentage columns may not sum to the subtotals shown due to rounding.

## Share of FY 2005 Approved Budget by Department

Department	Proposed General Fund Expenditures	As a Percent of General Fund	Proposed General & Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Other Expenditures				
Insurance, City Memberships, Tax Rebates and Other	\$9,240,827	2.1%	\$9,240,827	1.8%
General Debt Service	22,876,399	5.3%	22,876,399	4.4%
Contingent Reserves /1	3,648,435	0.8%	3,648,435	0.7%
Subtotal Other Expenditures/2	\$35,765,661	8.3%	\$35,765,661	6.9%
GRAND TOTAL	\$432,850,876	100.0%	\$520,839,887	100.0%
	=====	=====	=====	=====

/1 FY 2005 does not reflect the post budget adoption conversion of the \$2.5 million K-12 education contingent to cash capital for the new T.C. Williams construction project.

/2 Percentage columns may not sum to the subtotals shown due to rounding.

## Expenditure Summary

CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2003/1 (1)	AMENDED FY 2004/2 (2)	APPROVED FY 2005/3 (3)	(4)
<u>LEGISLATIVE &amp; EXECUTIVE</u>				
City Council	418,242	546,001	536,569	536,569
City Manager	1,416,900	1,856,211	1,939,072	1,939,072
City Attorney	1,847,505	1,466,068	1,506,405	1,506,405
City Clerk	335,263	345,487	301,692	301,692
TOTAL - LEGISLATIVE & EXECUTIVE	<u>4,017,910</u>	<u>4,213,767</u>	<u>4,283,738</u>	<u>4,283,738</u>

- /1 The FY 2003 actual expenditures reflect the information reported in the FY 2003 Comprehensive Annual Financial Report.
- /2 The FY 2004 Approved budget has been amended to reflect the transfer of one Clerk Typist position (\$38,150) from the Finance Department's Accounting Division to the Information Technology Services Department to assist with the City's telecommunication system administration and billing.
- /2 Additional funding, supplemental funding and funding changes brought on through the add/delete process are identified within the Expenditure Summary. See page 10-61 for summary of efficiency and marginal service reduction options approved during the budget process. For details of changes to departmental budgets in FY 2005, refer to the summary for each department.



## Expenditure Summary

CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2003 (1)	AMENDED FY 2004 (2)	APPROVED FY 2005 (3)	
<u>COURTS &amp; CONSTITUTIONAL OFFICERS</u>				
18 <sup>th</sup> Circuit Court	1,048,439	1,177,008	1,218,075	1,218,075
Court Service Unit/1	730,956	845,411	1,002,276	1,199,383
Juvenile & Domestic Relations Court	23,268	33,948	33,609	33,609
18 <sup>th</sup> General District Court	80,073	85,493	84,638	84,638
Clerk of Courts/2	1,389,325	1,323,984	1,492,296	1,492,296
Commonwealth’s Attorney	1,953,827	2,210,768	2,228,367	2,485,971
Law Library	64,865	75,714	80,150	134,150
Registrar of Voters/3	840,507	895,714	954,197	954,197
Other Public Safety & Justice Activities/4	3,489,153	3,684,287	3,866,074	4,064,407
Office of Sheriff/5	19,167,795	18,584,545	19,805,396	20,588,028
TOTAL - COURTS & CONSTITUTIONAL OFFICERS	<u>28,788,208</u>	<u>28,916,872</u>	<u>30,765,078</u>	<u>32,254,754</u>

- /1 The FY 2005 approved budget includes supplemental funding of \$19,495 to provide stand-by-pay for State employees working in the Court Service Unit (CSU), equivalent to that provided for City employees working in the CSU.
- /2 The FY 2005 approved budget includes supplemental funding of \$73,403 to continue two limited-term, full-time clerical overhire positions in the Land Records Division to help handle increased workload due to the heavy volume in mortgage refinancing; and \$40,000 in first-year costs to place the Clerk of the Courts employees on the City payscale.
- /3 The FY 2005 approved budget includes additional funding of \$9,103 for increased office space leased costs, and \$20,250 for annual maintenance for the new voting equipment purchased in FY 2004.
- /4 The FY 2005 approved budget includes supplemental funding of \$57,183 to provide salary supplements for State employees in Adult Probation and Parole to improve pay parity between State and City employees.
- /5 The FY 2005 approved budget includes additional funding of \$60,044 for a Deputy Sheriff position required under an agreement with the Northern Virginia Criminal Justice Academy, \$105,741 to provide mandated medical services and drug management to the inmate population, and \$6,000 for periodic inspection, testing and repair of Self-contained Breathing Apparatus equipment, as required by OSHA. The FY 2005 budget also includes supplemental funding for protective vests (\$25,785), an x-ray machine and magnometers (\$13,200); the replacement of a video recorder in the booking unit (\$6,000), and the replacement of office furniture in the Administrative Services conference room (\$7,500).

## Expenditure Summary

CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2003 (1)	AMENDED FY 2004 (2)	APPROVED FY 2005 (3)	(4)
<u>GENERAL GOVERNMENT</u>				
Citizen Assistance/1	559,374	572,636	616,759	622,159
Finance/2	7,470,888	7,357,517	7,774,285	7,824,285
Internal Audit	172,562	184,032	190,032	190,032
General Services/3	9,348,765	9,620,993	10,369,369	10,716,992
Office on Women	1,011,724	1,088,383	1,157,741	1,551,319
Human Rights Office /4	416,376	440,480	456,999	481,999
Management and Budget	705,182	948,688	976,816	976,816
Information Technology Services/5	<u>5,966,616</u>	<u>6,149,739</u>	<u>6,564,009</u>	<u>7,329,009</u>
SUBTOTAL - GENERAL GOVERNMENT	<u>25,651,487</u>	<u>26,362,468</u>	<u>28,106,010</u>	<u>29,692,611</u>

- /1 The FY 2005 approved budget includes \$30,000 in additional funding for contract services to provide closed captioning of City Council meetings.
- /2 The FY2005 approved budget includes additional funding of \$5,825 for annual maintenance of the Performance Series financial system and \$88,548 in supplemental funding to expand the Department's Pension Administration capabilities by adding a Benefits Specialist and money for temporary services to conduct pension data verification. The FY 2004 amended budget reflects a decrease of \$38,150, resulting from the transfer of one Clerk Typist position from the Finance Department's Accounting Division to the Information Technology Services Department to assist with the City's telecommunication system administration and billing.
- /3 The FY 2005 approved budget includes additional funding of \$323,300 for increased maintenance costs associated with new and expanded facilities and \$1,075 for depreciation costs of new vehicles. The approved budget also includes \$108,003 in supplemental funding for a 2-year overhire Capital Projects Division Chief position to administer the City's Capital Improvement Program.
- /4 The FY 2005 approved budget includes supplemental funding of \$30,000 for the continuation of full-time, limited-term (2 years) overhire Human Rights Investigator position to provide assistance with the investigative workload.
- /5 The FY 2005 approved budget includes \$147,000 in supplemental funding for contractor costs to oversee the City's mainframe-based Integral Payroll and Human Resources application. The FY 2004 amended budget reflects an increase of \$38,150, resulting from the transfer of one Clerk Typist position from the Finance Department's Accounting Division to the Information Technology Services Department to assist with the City's telecommunication system administration and billing.

## Expenditure Summary

CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2003 (1)	AMENDED FY 2004 (2)	APPROVED FY 2005 (3)	
<u>GENERAL GOVERNMENT</u>				
Non-Departmental				
General Debt Service	17,483,024	21,299,500	22,876,399	22,876,399
Insurance, City Memberships, Tax Rebates and Other	7,160,406	6,606,221	9,240,827	9,240,827
Contingent Reserves/1	5,000	925,000	3,648,435	3,648,435
Personnel Services/2	2,205,227	2,276,527	2,627,390	2,633,390
Real Estate Assessments	905,865	1,013,399	1,027,914	1,027,914
SUBTOTAL - GENERAL GOVERNMENT	27,759,522	32,120,647	39,420,965	39,426,965
TOTAL - GENERAL GOVERNMENT	53,411,009	58,483,115	67,526,975	69,119,576

/1 As part of the add/delete process, City Council reduced the City appropriation to the Schools by \$2 million and designated \$2 million in Contingent Reserves to ensure full funding of the School Board's requested budget. Additional State revenues of \$1.9 million and VRS savings of \$1.5 million will enable full funding of the School Board's budget and provide a \$2.5 million contingency fund for future ACPS capital needs.

/2 The FY 2005 approved budget includes \$55,000 in additional funding for the annual maintenance contract for the City's payroll system (KRONOS). The approved budget also includes \$105,000 in supplemental funding for the completion of office space renovations and \$22,000 for a City-wide employee survey.

## Expenditure Summary

CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2003 (1)	AMENDED FY 2004 (2)	APPROVED FY 2005 (3)	
<u>OPERATING AGENCIES</u>				
Fire/1	27,542,397	28,032,263	30,147,115	31,377,914
Police/2	37,928,639	40,234,764	42,317,562	43,479,083
Health/3	6,858,069	7,045,019	7,229,489	7,229,489
Human Services/4	16,408,533	16,927,809	19,406,467	44,643,097
Children’s Fund/4	1,081,010	1,003,632	1,053,814	1,053,814
SUBTOTAL - OPERATING AGENCIES	<u>89,818,648</u>	<u>93,243,487</u>	<u>100,154,447</u>	<u>127,783,397</u>

- /1 The FY 2005 approved budget includes additional funding of \$37,677 for an adjustment to the overtime budget based on actual expenditures, \$215,351 to adjust personnel expenditures to reflect the cost of the actual hours worked by EMS and Communications personnel, and \$28,119 for an increase in utility costs. In addition the FY 2005 budget includes supplemental funding for full year costs of the new Emergency Management Division of the Fire Department (\$302,572), four additional Emergency Rescue Technicians (\$211,584), partial costs associated with a new Information Technology Coordinator position (\$18,354 net new cost), partial funding of increased depreciation costs for new fire apparatus (\$34,450), monthly wireless networking fees and monthly service and maintenance costs for telecommunications equipment (\$125,063), and \$75,372 for an additional Mechanical/Plumbing Engineer position in Code Enforcement.
- /2 The FY 2005 approved budget includes additional funding of \$57,419 for DAT recorder lease payments and \$24,000 for (Telephone Emergency Notification System) TENS operating costs. The approved budget also includes supplemental funding for mobile computer system operating costs (\$216,567); \$46,009 for a Security Manager position to assist with issues related to the Public Safety Building repair and relocation; and \$156,000 for the expansion of the motorcycle unit, including two officers, and related equipment, to handle the additional traffic volume in the City.
- /3 The FY 2005 approved budget includes \$48,624 in additional funding for full year utilities costs at the new 4480 King Street facility. The FY 2005 approved budget includes supplemental funding to implement an in-house mosquito-borne illness prevention program. The service is currently provided by an outside contractor at a higher cost than the funds required for the in-house program for a net savings of \$71,062. Supplemental funding is also included to increase the amount available to reimburse local medical providers by \$39,000 for diagnostic services provided to Casey Clinic patients, to partially fund additional occupancy costs for the Arlandria Health Center (\$25,000), and to provide 20 new computers at the new facility on King Street (\$28,000).
- /4 The FY 2005 approved budget includes additional funding to increase the local match funds by \$1,012,639 for the Alexandria Community Policy Management Team (ACPMT) for mandated services for at-risk youth served under the Community Services Act and to continue the expansion of the Senior Taxi Program (\$30,000). The approved budget also includes supplemental funding to expand services for existing clients and reduce the waiting list for the Companion Aide Program (\$250,000); to increase the amount available for short term financial assistance to families through the Emergency Assistance Program (\$150,000); and to increase by 5% the amount available to fund requests made through the Children's Fund (\$50,182). Supplemental funding for additional staffing is included in the approved budget to provide support staff to the ACPMT and 4 over hire positions in the Social Services Division (\$142,000). Through the add/delete process, the City Council increased the Human Services budget by \$5,000 for Senior Taxi Fare Equalization, \$100,000 to reduce the Companion Aide Program waiting list by an additional 20 seniors, and \$25,000 for Summer Youth Employment (Joblink). The FY 2005 budget includes an additional \$152,000 City funding the Campagna Kids Program to offset lower fee revenues.

## Expenditure Summary

CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2003 (1)	AMENDED FY 2004 (2)	APPROVED FY 2005 (3)	
<u>OPERATING AGENCIES</u>				
Community Partnership Fund for Human Services/1	870,500	821,690	862,775	862,775
Youth Fund/1	--	278,310	292,226	292,226
Housing	971,251	1,392,667	1,455,085	3,838,618
Planning and Zoning/2	3,418,088	3,222,051	3,550,167	3,550,167
Other Planning and Economic Development Activities/3	2,159,761	2,248,399	2,560,369	2,560,369
Historic Alexandria	2,178,964	2,208,887	2,283,020	2,500,580
Mental Health, Mental Retardation and Substance Abuse/4	11,238,049	12,102,585	13,637,395	24,702,335
SUBTOTAL - OPERATING AGENCIES	20,836,613	22,274,589	24,641,037	38,307,070

- /1 The FY 2005 approved budget includes supplemental funding to increase the amount of funding available through the Community Partnership Fund and the Youth Fund by \$55,000, or 5 percent. Prior to FY 2004, the Youth Fund was budgeted in the Non-Departmental account.
- /2 The FY 2005 approved budget includes supplemental funding to add the following new positions: a Neighborhood Planner (\$70,000), and Senior Planning Technician (\$43,651). Through the add/delete process, City Council reduced the Planning and Zoning budget by \$70,000 to reflect the elimination of supplemental funding for a new Sign Plan Coordinator and increased the budget by \$10,000 to institute a Land Use and Zoning Education Seminar (\$19,000). Additional supplemental funding is included for increased printing, photocopying and office supplies costs.
- /3 The FY 2005 approved budget includes \$242,600 in supplemental funding to increase support of the Alexandria Convention and Visitors Association, and \$20,000 to increase support for the Alexandria Small Business Development Center. Through the add/delete process, City Council added \$5,000 to fund the City's share of the Regional Street Smart Pedestrian and Bike Safety Program.
- /4 The FY 2005 approved budget includes additional funding for utilities costs at the new facility on 4480 King Street and \$51,917 to fund shift differential pay for eligible employees, as required by the City's Administrative Regulations. The proposed budget also includes supplemental funding to reduce the department's applied vacancy factor savings by \$430,693 to more accurately reflect current staffing levels, \$111,891 in general fund operating support of the new Safe Haven Program and \$46,700 for vocational and day support services for youth with mental retardation.

## Expenditure Summary

CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2003 (1)	AMENDED FY 2004 (2)	APPROVED FY 2005 (3)	
<u>OPERATING AGENCIES</u>				
Recreation, Parks and Cultural Activities/1	14,761,386	15,680,726	16,841,750	17,274,525
Other Recreation Activities	222,433	232,220	236,898	236,898
Library/2	5,140,618	5,462,295	5,969,144	6,366,648
Transit Subsidies/3	8,522,677	9,029,451	10,408,321	10,408,321
Transportation and Environmental Services/4	22,148,802	22,052,273	23,018,467	24,327,230
SUBTOTAL - OPERATING AGENCIES	50,795,916	52,456,965	56,474,580	58,613,622
TOTAL - OPERATING AGENCIES	161,451,177	167,975,041	181,270,064	224,704,089

- /1 The FY 2005 approved budget includes \$25,355 in additional funding for annual maintenance of the new Gateway landscaping initiative and supplemental funding for additional personnel and non-personnel expenditures at the expanded Durant Center (\$118,000) and the expanded Buddie Ford Nature Center (\$119,094), \$155,000 for contract tree maintenance and a forestry plan study, \$95,101 to implement a new Recreation Institute for staff development and fund an additional clerical position, and \$10,000 to increase the contract for parkland mowing. Through the add/delete process, City Council added an additional \$65,000 to increase tree maintenance, \$25,000 to increase Gateway landscaping and maintenance, and authorized a new Open Space Coordinator position that will be paid through the Open Space fund.
- /2 The FY 2005 approved budget includes supplemental funding for additional staff for a half a year at the expanded Duncan Library, scheduled to reopen in January 2005 and \$40,000 to restore funding for library collections reduced by the Department, during the budget submission process, in order to meet the City Manager's budget guideline. Through the add/delete process, City Council added \$50,000 to accelerate the acquisition of materials for the Burke Library.
- /3 The FY 2005 approved includes additional funding for the City's share or subsidy of the operating costs of WMATA (\$560,446), DASH (\$304,860), and VRE (\$4,654). Additional funding is also included to increase the paratransit services, mandated by the Americans with Disabilities Act, by \$283,052, to reflect anticipated increases in the contract cost as well as increased ridership. The FY 2005 budget also includes \$125,000 in supplemental funding to purchase an additional bus to provide increased service on the DASH AT-7 route.
- /4 The FY 2005 approved budget includes additional funding of \$195,283 due to increases in the rate charged per ton of refuse disposed at the Waste-to-Energy plant in FY 2004 and FY 2005. The FY 2005 also includes supplemental funding to increase the department's budget for snow removal by \$100,000 and \$80,000 for monthly maintenance and cleaning of bus shelters located in the City. Supplemental funding is included for additional staff, including \$55,000 for a Solid Waste Coordinator for commercial recycling and other solid waste programs, and \$62,250 for maintenance, fuel and depreciation for a brick sidewalk repair vehicle and a street sweeper. The FY 2005 budget also reflects a savings of \$107,000 per year in operating costs and a cost avoidance of \$480,000 in equipment capital costs by contracting out the curbside residential recycling collection. Through the add/delete process, City Council added \$10,000 for additional street trash cans and \$74,000 for a new Pedestrian and Bicycling Alternative Transportation Coordinator.

## Expenditure Summary

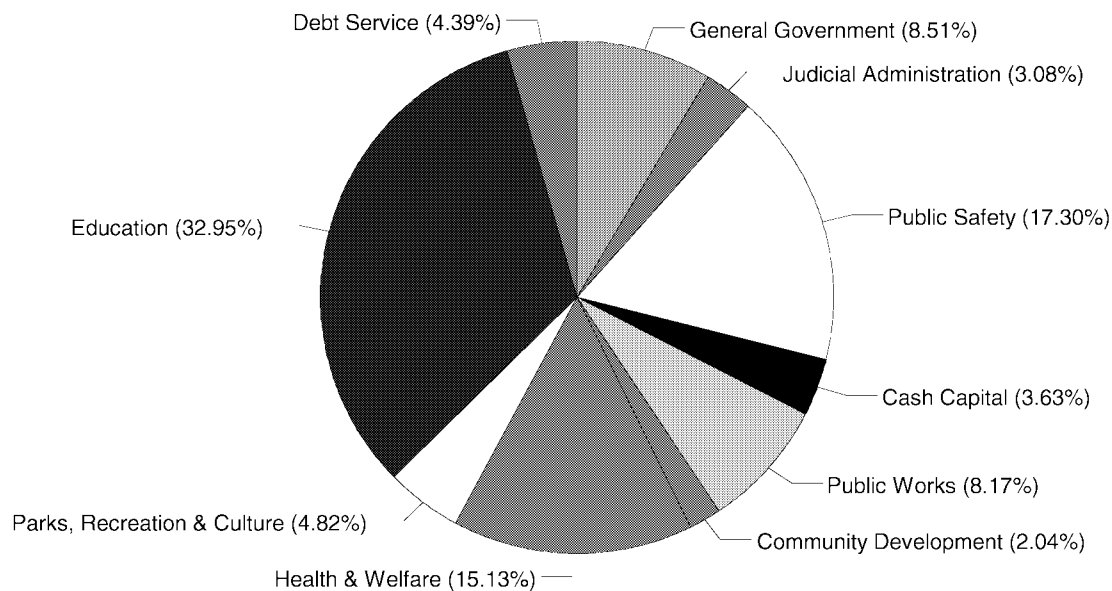
CLASSIFICATION  DEPARTMENT/AGENCY	-----GENERAL FUND-----			APPROVED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2003 (1)	AMENDED FY 2004 (2)	APPROVED FY 2005 (3)	
<u>EDUCATION</u>				
Schools /1	115,329,680	121,191,334	130,109,722	171,582,431
Other Educational Activities	<u>13,246</u>	<u>13,058</u>	<u>13,299</u>	<u>13,299</u>
TOTAL - EDUCATION	<u><u>115,342,926</u></u>	<u><u>121,204,392</u></u>	<u><u>130,123,021</u></u>	<u><u>171,595,730</u></u>
<u>CAPITAL IMPROVEMENTS</u>				
Capital Projects (Cash Capital) /2	<u>26,100,000</u>	<u>16,955,000</u>	<u>18,882,000</u>	<u>18,882,000</u>
TOTAL - CASH CAPITAL	<u><u>26,100,000</u></u>	<u><u>16,955,000</u></u>	<u><u>18,882,000</u></u>	<u><u>18,882,000</u></u>
GRAND TOTAL	<u><u>389,111,230</u></u>	<u><u>397,748,187</u></u>	<u><u>432,850,876</u></u>	<u><u>520,839,887</u></u>

/1 The FY 2005 approved General Fund appropriation to the Schools includes \$2.3 million for compensation increases equal to those approved for City employees. The FY 2005 total approved all sources figure includes an appropriation of \$2,361,906 from the ACPS Component Unit fund balance. As part of the add/delete process, City Council reduced the City appropriation to the Schools by \$2.0 million and designated \$2 million in Contingent Reserves to ensure full funding of the School Board's requested budget. Additional State revenues of \$1.9 million and VRS savings of \$1.5 million will enable full funding of the School Board's budget and provide a \$2.5 million Contingency fund for future ACPS capital needs.

/2 FY 2005 does not reflect the post budget adoption conversion of the K-12 education contingent to cash capital for the new T.C. Williams construction project.

## FY 2005 Approved Budget By Program (All Funds)

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The pie chart above presents the FY 2005 approved budget for all City funds, categorized by program area. This type of programmatic information facilitates examination of the budget from a different perspective than the organizational scheme used in Sections V-IX of the document. This programmatic view of the approved budget is included in the budget document at the request of the City Council's Budget and Fiscal Affairs Advisory Committee (BFAAC) as part of its on-going effort to examine and recommend improvements in the City's budget process.

The categorization scheme used in these program budget presentations is specified by the Auditor of Public Accounts (APA) of the Commonwealth of Virginia, and is used by the APA in the preparation of an annual State-wide comparative report of local government finances.



**FY 2005 APPROVED BUDGET BY PROGRAM**

City of Alexandria, Virginia FY 2005 Budget	Department	General	Judicial	Public Safety	Cash Capital	Public Works	Community	Health &	Parks,	Education	Debt Service	Total
		Government	Administration				Development	Welfare	Recreation & Culture			
Approved 4-20	City Council	536,569	0	0	0	0	0	0	0	0	0	536,569
	City Manager	1,939,072	0	0	0	0	0	0	0	0	0	1,939,072
	Citizen Assistance	622,159	0	0	0	0	0	0	0	0	0	622,159
	Office of Management & Budget	976,816	0	0	0	0	0	0	0	0	0	976,816
	Office On Women	1,551,319	0	0	0	0	0	0	0	0	0	1,551,319
	Human Rights	481,999	0	0	0	0	0	0	0	0	0	481,999
	18th Circuit Court	0	1,218,075	0	0	0	0	0	0	0	0	1,218,075
	18th General District Court	0	84,638	0	0	0	0	0	0	0	0	84,638
	Juvenile & Domestic Relations Court	0	33,609	0	0	0	0	0	0	0	0	33,609
	Commonwealth's Attorney	0	2,485,971	0	0	0	0	0	0	0	0	2,485,971
	Sheriff	0	5,350,635	15,237,393	0	0	0	0	0	0	0	20,588,028
	Clerk of the Circuit Court	0	1,492,296	0	0	0	0	0	0	0	0	1,492,296
	Law Library	0	134,150	0	0	0	0	0	0	0	0	134,150
	Other Public Safety & Justice Activities	0	4,064,407	0	0	0	0	0	0	0	0	4,064,407
	Court Service Unit	0	1,199,383	0	0	0	0	0	0	0	0	1,199,383
	Information Technology Svcs	7,329,009	0	0	0	0	0	0	0	0	0	7,329,009
	City Clerk & Clerk of Council	301,692	0	0	0	0	0	0	0	0	0	301,692
	Finance	7,824,285	0	0	0	0	0	0	0	0	0	7,824,285
	Internal Audit	190,032	0	0	0	0	0	0	0	0	0	190,032
	Real Estate Assessment	1,027,914	0	0	0	0	0	0	0	0	0	1,027,914
	Personnel	2,633,390	0	0	0	0	0	0	0	0	0	2,633,390
	Planning & Zoning	0	0	0	0	0	3,550,167	0	0	0	0	3,550,167
	Other Planning/Economic Development	0	0	0	0	0	2,560,369	0	0	0	0	2,560,369
	City Attorney	1,506,405	0	0	0	0	0	0	0	0	0	1,506,405
	Registrar of Voters	954,197	0	0	0	0	0	0	0	0	0	954,197
	General Services	3,533,678	0	0	0	7,183,314	0	0	0	0	0	10,716,992
	Transportation & Environmental Services	0	0	0	0	23,672,243	654,987	0	0	0	0	24,327,230
	Transit Subsidies	0	0	0	0	10,408,321	0	0	0	0	0	10,408,321
	Fire	0	0	31,377,914	0	0	0	0	0	0	0	31,377,914
	Police	0	0	43,479,083	0	0	0	0	0	0	0	43,479,083
	Housing	0	0	0	0	0	3,838,618	0	0	0	0	3,838,618
	MH/MR/SA	0	0	0	0	0	0	24,702,335	0	0	0	24,702,335
	Health	0	0	0	0	0	0	7,229,489	0	0	0	7,229,489
	Human Services	0	0	0	0	0	0	46,851,912	0	0	0	46,851,912
	Historic Alexandria	0	0	0	0	0	0	0	2,500,580	0	0	2,500,580
	Recreation, Parks, & Cultural Activities	0	0	0	0	1,263,662	0	0	16,010,863	0	0	17,274,525
	Other Recreational Activities	0	0	0	0	0	0	0	236,898	0	0	236,898
	Library	0	0	0	0	0	0	0	6,366,648	0	0	6,366,648
	Schools	0	0	0	0	0	0	0	0	171,582,431	0	171,582,431
	Other Educational Activities	0	0	0	0	0	0	0	0	13,299	0	13,299
	Non Departmental	12,889,262	0	0	18,882,000	0	0	0	0	0	22,876,399	54,647,661
	Total	44,297,798	16,063,164	90,094,390	18,882,000	42,527,540	10,604,141	78,783,736	25,114,989	171,595,730	22,876,399	520,839,887

## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT

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This budget format was proposed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) and approved by City Council on May 25, 1993. This format summarizes the total City budget using more specific object of expenditure groupings (expense categories) than those presented in the budget resources tables shown within each departmental description. OMB staff worked with BFAAC to develop the presentation of this format and BFAAC members requested that the total budget chart be presented on a single page. In FY 2003, OMB adjusted the expense categories to reflect how they are defined in the City's budget and accounting system. In the areas of most significant expense, Salaries and Fringe Benefits, the categorical definitions are unchanged. Cash Capital, Debt Service, and Contingent Reserves are also unchanged. Categories of non-personnel operating expenses have been re-organized to reflect how budgeted expenditures are allocated by OMB and actual expenses are posted, tracked, and reported by Accounting. The following is a set of definitions of the categories presented in the BFAAC tables.

Salaries - Full-time, part-time, and seasonal employee salaries and overtime.

Fringe Benefits - Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits.

Contractual Services - Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.

Internal Services - City vehicle maintenance and in-house print services.

Commodities - Office, janitorial, and other operating supplies.

Office Furniture & Equipment - Purchases and lease charges.

Vehicular Equipment - Purchases and lease charges.

EDP Equipment - Computer (Electronic Data Processing) hardware and peripheral equipment purchases and lease charges.

Operational Equipment - Purchase and lease costs associated with other operating equipment.

Utilities - Electric, gas, water, and fuel oil charges at City owned facilities.

Travel and Education - Conference registrations and regional and long distance travel.

Leases & Rentals - Leased office space and vehicle and equipment rentals.

Subsidies & Contributions - City contributions to non-profit public service providers, community partnerships, and public administration professional associations.

EDP Software Development - Computer software purchase and lease costs.

Other Charges - Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, and other non-personnel expenditures.

Contingent Reserves - Funding set aside for unforeseen contingencies.

Cash Capital - The General Fund transfer to support the CIP.

Debt Service - Principal and interest payments on City debt obligations.

Enterprise Fund - DASH bus operating subsidy.

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2004 APPROVED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,055,903	16,962,889	13,391,687	98,128,132	106,965,293	238,503,904
Fringe Benefits	726,340	5,846,179	3,171,606	30,750,254	27,080,448	67,574,827
Contractual Services	77,418	2,147,540	11,112,029	22,875,587	5,922,553	42,135,127
Internal Services	103,496	291,310	434,327	4,114,132	0	4,943,265
Commodities	40,445	871,149	1,823,945	4,813,043	7,750,156	15,298,738
Office Furniture & Equipment	1,500	4,245	69,985	15,500	2,276,676	2,367,906
Vehicular Equipment	0	83,729	114,000	3,028,143	0	3,225,872
EDP Equipment	0	7,000	765,000	336,315	0	1,108,315
Operational Equipment	0	6,750	0	151,250	189,000	347,000
Utilities	0	26,440	1,084,306	2,785,811	0	3,896,557
Travel and Education	45,395	133,185	336,461	533,218	0	1,048,259
Leases & Rentals	50,584	503,128	867,719	3,622,120	0	5,043,551
Subsidies & Contributions	0	3,287,177	247,490	25,614,311	13,058	29,162,036
EDP Software Development	0	1,050	0	22,000	0	23,050
Other Charges	112,686	839,188	4,211,771	7,623,786	7,013,577	19,801,008
Contingent Reserves	0	0	925,000	409,931	0	1,334,931
Cash Capital	0	0	16,955,000	0	0	16,955,000
Debt Service	0	0	21,299,500	0	0	21,299,500
Enterprise Fund	0	0	0	5,170,000	0	5,170,000
<b>Total</b>	<b>4,213,767</b>	<b>31,010,959</b>	<b>76,809,826</b>	<b>209,993,533</b>	<b>157,210,761</b>	<b>479,238,846</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2004 APPROVED BUDGET (ALL FUNDS)  
OPERATING AGENCIES**

Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks, & Cultural Activities	Library	Transportation & Environmental Services	Total
Salaries	18,426,365	25,525,422	800,254	12,232,089	14,188,358	1,141,134	2,237,499	1,517,961	9,379,080	3,457,086	9,222,884	98,128,132
Fringe Benefits	6,407,718	9,195,932	297,683	3,442,752	4,129,277	314,444	609,898	349,172	2,376,125	794,254	2,832,999	30,750,254
Contractual Services	1,259,094	1,016,358	4,605,953	2,160,438	1,721,932	350,239	276,813	276,830	1,520,538	319,949	9,367,443	22,875,587
Internal Services	737,178	1,353,297	21,508	194,877	228,957	21,839	35,100	26,444	318,543	7,284	1,169,105	4,114,132
Commodities	938,570	569,015	44,406	263,799	816,950	7,122	17,000	122,575	1,080,097	67,100	886,409	4,813,043
Office Furniture & Equipment	0	0	0	0	0	0	0	0	0	15,500	0	15,500
Vehicular Equipment	692,500	1,341,143	22,000	67,500	20,000	0	0	0	87,000	0	798,000	3,028,143
EDP Equipment	22,015	311,300	0	0	0	0	0	0	0	0	3,000	336,315
Operational Equipment	134,250	0	0	0	0	0	0	0	0	0	17,000	151,250
Utilities	141,400	39,457	40,290	73,577	221,314	2,370	0	81,637	472,704	232,239	1,480,823	2,785,811
Travel and Education	120,141	100,825	7,747	67,470	111,876	7,858	15,497	6,615	47,112	400	47,677	533,218
Leases & Rentals	20,275	1,526,254	2,620	874,623	932,700	46,680	12,372	11,456	66,331	0	128,809	3,622,120
Subsidies & Contributions	0	0	700,000	20,160,828	278,054	1,745,373	2,248,399	3,000	478,657	0	0	25,614,311
EDP Software Development	0	0	0	0	0	0	0	0	0	0	22,000	22,000
Other Charges	323,409	1,046,650	114,627	3,436,555	187,783	58,001	17,872	51,592	328,877	938,625	1,119,795	7,623,786
Contingent Reserves	0	0	409,931	0	0	0	0	0	0	0	0	409,931
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	5,170,000	5,170,000
<b>Total</b>	<b>29,222,915</b>	<b>42,025,653</b>	<b>7,067,019</b>	<b>42,974,508</b>	<b>22,837,201</b>	<b>3,695,060</b>	<b>5,470,450</b>	<b>2,447,282</b>	<b>16,155,064</b>	<b>5,832,437</b>	<b>32,265,944</b>	<b>209,993,533</b>

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT  
FY 2005 APPROVED BUDGET (ALL FUNDS)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,118,825	17,669,852	17,730,842	103,340,095	112,096,521	253,956,135
Fringe Benefits	768,611	6,253,174	5,468,068	34,763,171	32,645,135	79,898,159
Contractual Services	56,818	2,214,070	7,685,308	24,013,118	6,492,242	40,461,556
Internal Services	89,151	256,382	482,766	4,330,019	0	5,158,318
Commodities	35,734	873,433	1,790,271	5,439,262	9,215,075	17,353,775
Office Furniture & Equipment	1,500	4,245	60,460	0	4,027,591	4,093,796
Vehicular Equipment	0	49,653	322,410	2,371,383	0	2,743,446
Fixed Equipment	0	0	8,000	0	0	8,000
EDP Equipment	0	5,000	765,000	312,500	0	1,082,500
Operational Equipment	0	25,950	17,213	74,650	190,000	307,813
Utilities	0	27,365	1,065,616	3,054,870	0	4,147,851
Travel and Education	49,435	109,746	332,869	518,217	0	1,010,267
Leases & Rentals	51,395	512,182	837,465	3,631,503	0	5,032,545
Subsidies & Contributions	0	3,400,097	237,590	28,286,547	13,299	31,937,533
EDP Software Development	0	4,697	0	0	0	4,697
Other Charges	112,269	848,908	5,790,864	8,565,297	6,915,867	22,233,205
Contingent Reserves	0	0	3,648,435	302,737	0	3,951,172
Cash Capital	0	0	18,882,000	0	0	18,882,000
Debt Service	0	0	22,876,399	0	0	22,876,399
Enterprise Fund	0	0	0	5,700,720	0	5,700,720
Total	4,283,738	32,254,754	88,001,576	224,704,089	171,595,730	520,839,887

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT  
FY 2005 APPROVED BUDGET (ALL FUNDS)  
OPERATING AGENCIES**

Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks, & Cultural Activities	Library	Transportation & Environmental Services	Total
Salaries	19,650,863	26,394,543	875,073	13,098,568	15,361,885	1,199,538	2,434,071	1,580,531	9,939,717	3,761,674	9,043,632	103,340,095
Fringe Benefits	7,240,117	10,256,470	340,541	4,004,579	4,608,551	355,654	718,413	387,411	2,712,920	927,141	3,211,374	34,763,171
Contractual Services	1,180,122	1,044,056	4,491,574	2,133,710	1,680,012	406,793	291,842	238,770	1,686,391	315,776	10,544,072	24,013,118
Internal Services	782,386	1,427,230	32,386	193,427	238,578	24,444	41,600	25,608	304,497	6,760	1,253,103	4,330,019
Commodities	991,380	672,984	105,317	304,257	953,908	6,392	20,000	110,347	1,260,495	61,610	952,572	5,439,262
Vehicular Equipment	723,322	435,061	0	100,000	21,000	0	0	0	123,000	0	969,000	2,371,383
EDP Equipment	0	312,500	0	0	0	0	0	0	0	0	0	312,500
Operational Equipment	64,650	0	0	0	0	0	0	0	0	0	10,000	74,650
Utilities	169,519	8,418	89,183	107,700	318,944	3,624	0	84,789	490,130	272,593	1,509,970	3,054,870
Travel and Education	98,931	108,600	15,712	66,510	109,666	5,432	13,997	5,845	49,724	200	43,600	518,217
Leases & Rentals	18,979	1,740,541	2,620	617,247	952,548	50,275	12,372	13,440	63,831	34,000	125,650	3,631,503
Subsidies & Contributions	0	0	700,000	22,510,699	276,539	1,752,605	2,560,369	3,000	483,335	0	0	28,286,547
Other Charges	457,645	1,078,680	274,346	3,715,215	180,704	33,861	17,872	50,839	397,383	986,894	1,371,858	8,565,297
Contingent Reserves	0	0	302,737	0	0	0	0	0	0	0	0	302,737
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	5,700,720	5,700,720
<b>Total</b>	<b>31,377,914</b>	<b>43,479,083</b>	<b>7,229,489</b>	<b>46,851,912</b>	<b>24,702,335</b>	<b>3,838,618</b>	<b>6,110,536</b>	<b>2,500,580</b>	<b>17,511,423</b>	<b>6,366,648</b>	<b>34,735,551</b>	<b>224,704,089</b>

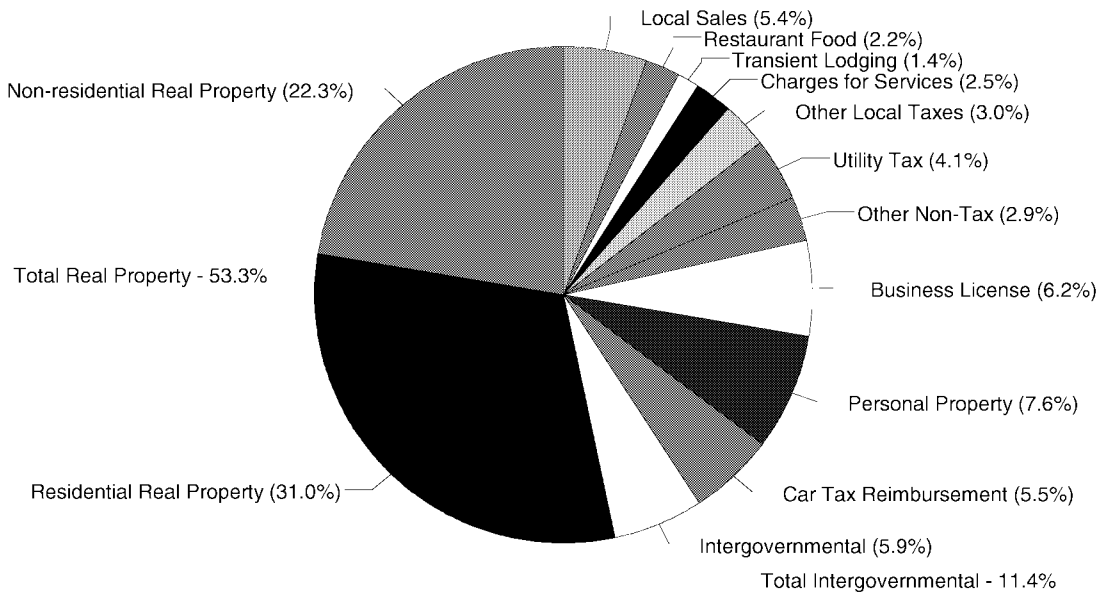
# Revenue Summary



## General Fund Revenue Distribution Approved FY 2005

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The pie chart below shows the distribution of estimated General Fund revenues for FY 2005, excluding the appropriation from fund balance.



## Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2003 <u>Actual</u>	FY 2004 <u>Budget</u>	FY 2004 <u>Revised</u>	FY 2005 <u>Proposed</u>	FY 2005 <u>Approved</u>
General Fund					
General property tax revenue					
Real property tax	186,431,815	201,043,402	206,940,003	231,009,776	228,514,157
Personal property tax	30,745,961	31,684,000	31,575,000	32,191,000	32,491,000
Penalties and interest	<u>1,761,586</u>	<u>1,100,000</u>	<u>1,600,000</u>	<u>1,500,000</u>	<u>1,500,000</u>
Total general property tax revenue	218,939,362	233,827,402	240,115,003	264,700,776	262,505,157
Other local tax revenue					
Local sales tax	21,216,124	22,150,000	22,200,000	23,000,000	23,100,000
Utility tax	17,108,507	17,750,000	17,250,000	18,100,000	17,700,000
Business licenses	23,679,889	23,600,000	24,989,000	25,000,000	26,600,000
Motor vehicle licenses	2,313,054	2,300,000	2,350,000	2,300,000	2,350,000
Recordation	3,262,783	1,900,000	3,200,000	2,600,000	2,600,000
Tobacco	2,083,135	2,600,000	2,600,000	2,600,000	2,600,000
Transient lodging	5,241,018	5,900,000	5,860,000	5,800,000	6,100,000
Restaurant food	8,792,704	8,800,000	9,355,000	9,325,000	9,625,000
Other miscellaneous	<u>4,422,634</u>	<u>4,013,000</u>	<u>3,612,500</u>	<u>4,167,500</u>	<u>3,667,500</u>
Total other local tax revenues	88,119,848	89,013,000	91,416,500	92,892,500	94,342,500
Non-tax revenue					
Licenses, permits, and fees	2,902,316	3,000,000	2,973,000	3,261,000	3,261,000
Fines and forfeitures	3,939,648	4,000,000	3,902,000	4,015,000	3,952,000
Use of money and property	5,246,678	4,968,186	4,430,000	4,615,500	4,615,500
Charges for services	9,178,249	9,891,200	9,805,200	10,507,700	10,507,700
Intergovernmental revenues	46,755,220	45,058,200	48,441,400	48,603,400	48,903,400
Miscellaneous	<u>1,475,275</u>	<u>453,598</u>	<u>430,000</u>	<u>430,000</u>	<u>429,619</u>
Total non-tax revenue	<u>69,497,386</u>	<u>67,371,184</u>	<u>69,981,600</u>	<u>71,432,600</u>	<u>71,669,219</u>
Total General Fund revenues	376,556,596	390,211,586	401,513,103	429,025,876	428,516,876
Other financing sources (uses)					
Appropriations from fund balances					
City Fund Balance	0	6,000,000	6,000,000	3,825,000	4,334,000
Open Space Fund	0	953,000	953,000		
Recycling Fund Balance	<u>0</u>	<u>583,601</u>	<u>564,323</u>		
Total General Fund revenues and other sources	<u>376,556,596</u>	<u>397,748,187</u>	<u>409,030,426</u>	<u>432,850,876</u>	<u>432,850,876</u>

## General Fund Revenue Summary

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Total FY 2005 General Fund revenues are projected at \$428,516,576, which represents an increase of \$27,003,773, or 6.7 percent, as compared to the FY 2004 revenue projections, and 9.8 percent as compared to the FY 2004 adopted budget. The FY 2005 General Fund revenues assume continued growth in the real property tax base and a stable local economy, increasing at the projected rate of inflation, except as noted in the detailed discussion below.

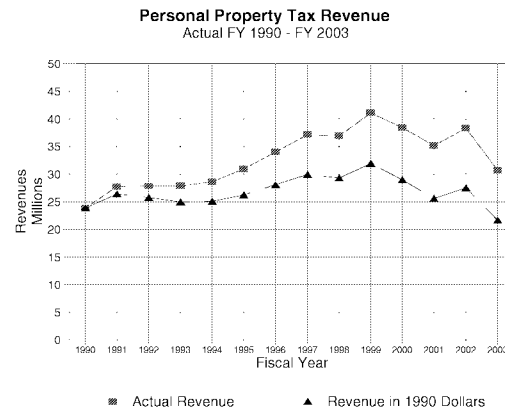
Real Property Tax Revenues FY 2005 real property tax revenues are estimated at \$228.5 million, an increase of \$21.6 million, or 10.4 percent, as compared to the current FY 2004 projection. This also reflects a 4-cent reduction in the real property tax rate from \$1.035 to \$0.995. Real property tax revenues, which are currently projected to account for 51.5 percent of total FY 2004 General Fund revenues, are expected to account for 53.3 percent of total General Fund revenues in FY 2005. As required by State law, all parcels of real estate in the City are annually assessed at 100 percent of estimated fair market value. In FY 2004, City Council established an Open Space capital account in which the revenue from one cent of the real estate tax rate is allocated to the Capital Improvement Program for open space acquisition. One cent of the tax rate applied to the current tax base in FY 2005 equals approximately \$2,296,000, which will be transferred from the General Fund to the Capital Projects Fund.

As detailed in the Calendar Year 2004 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2004 (calendar year) locally assessed tax base is approximately \$21.99 billion, an increase of \$3.4 billion, or 18.6 percent, as compared to the 2003 tax base. Including Public Service Corporation and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately \$22.8 billion, an increase of \$3.53 billion, or 18.4 percent, as compared to the 2003 assessment. Of the total \$3.53 billion increase, approximately 16.4 percent (\$580.6 million) is the result of new growth, including \$144.6 million in new residential construction, and \$436.0 million in new commercial construction. The reassessments of existing properties increased \$2.9 billion. Two-thirds of this increase, or \$1.89 billion was the result of appreciation of existing residential properties.

Real Property tax revenues for the first half of FY 2005 (the second half of calendar year 2004) are based on the 2004 real property assessment, a four cent decrease in the real property tax rate from \$1.035 to \$0.995, and a 49.00 percent collection rate for the second half of the 2004 tax levy. Real property tax revenues for the second half of FY 2005 (the first half of calendar year 2005) are based on a projected 6.0 percent increase in real property assessments next year, which assumes: (1) both continued new growth in the tax base and appreciation of existing residential and commercial properties, (2) a \$0.995 real property tax rate, and (3) a 49.00 percent second half collection rate. (See the Statement of Estimated Real Property Tax Revenues following this summary for this calculation.) The real property tax revenue estimate has been reduced by approximately \$2.0 million to reflect the costs of the senior citizen and disabled persons tax relief program. Also, there has been \$0.7 million added to the non-departmental budget for a new Affordable Homeownership Preservation Tax Grant Program where \$250 credits on real estate tax bills will be provided to eligible homeowners who apply for these credits.

## General Fund Revenue Summary

**Personal Property Tax Revenues** Personal property tax revenue consists of two sources: individual personal property, which is primarily vehicles, and business personal property, which includes motor vehicles, machinery, computers, and furniture. In FY 2005, at the current \$4.75 rate, the individual personal property tax base of vehicles is projected to increase by 4 percent compared to the current projection. The business personal property tax base is not expected to increase beyond the rate of inflation, or 2 percent. The FY 2004 projection is based on actual collections through January 2004. The FY 2005 projections are based on analysis of car sales and values, as well as slower rates of business reinvestment in 2003 (which is the basis for 2004 assessments billed and paid in FY 2005).



The City assesses the personal property and collects a portion of these tax revenues directly. The remainder is reimbursed to the City by the State as part of the Personal Property Tax Relief Act (PPTRA) and is recognized as Intergovernmental Revenue. Locally collected Personal Property Tax Revenues are budgeted in FY 2005 at \$32,491,000, compared to \$31,575,000 projected in FY 2004. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2005 proposed budget includes a total of \$56.2 million in revenue generated from the Personal Property tax base, as compared to \$54.4 million projected in FY 2004. Locally-collected personal property tax is composed of \$16,528,000 in individual personal property (vehicles), \$14,663,000 in business personal property, and \$1,300,000 in delinquent personal property taxes and is based on current collections through January 2004.

Staff will continue to monitor personal property tax revenues closely during the year and report to Council in the context of the Monthly Financial Reports that are docketed for the second Council legislative meeting each month.

**Intergovernmental Revenues** State and federal aid that is not legally restricted to a specific program use is accounted for in the City's General Fund. FY 2005 General Fund intergovernmental revenues are budgeted at \$48,903,400, which represents an increase of \$462,000, or 1.0 percent, as compared to the current FY 2004 projection, \$3.8 million from FY 2004's original budget and \$2.1 million from FY 2003 actual revenues. The intergovernmental revenue projections used in the proposed and adopted budgets were based on information provided by the Virginia Municipal League and conservative estimates related to the various tax reform proposals. Following adoption of the City's budget, the General Assembly adopted a budget for the upcoming biennium. Changes to the estimates of Intergovernmental Revenue will be made through the supplemental appropriations ordinances during the fiscal year as the allocations are finalized. At this time, it is anticipated that the City Schools will realize increases in State aid for K-12 education and as a result of the increase in state tax rates. Other General Fund intergovernmental revenue estimates are not expected to differ greatly from the amounts projected in the General Assembly's adopted budget.

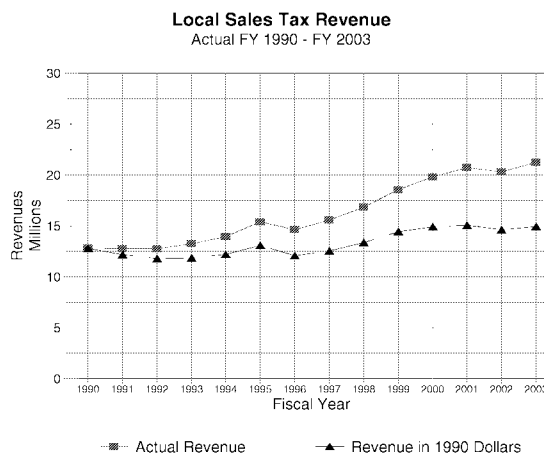
## General Fund Revenue Summary

The table below provides information on budget detail estimates in the City's General Fund Intergovernmental Revenues. For additional information on State and federal aid that is restricted to specific programs or services, which is accounted for in the City's Special Revenue Fund, please refer to the Special Revenue Fund summary.

	FY 2003 Actual	FY 2004 Approved	FY 2004 Projected	FY 2005 Approved
STATE AID				
HB 599 (law enforcement aid)	\$5,935,229	\$5,918,000	\$6,158,000	\$6,247,000
Personal Property Tax Reimbursement	22,031,325	21,500,000	22,800,000	23,700,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	5,544,804	5,655,000	5,655,000	5,655,000
Compensation Board Reimbursements for Treasury and Revenue Administration	534,959	498,000	498,000	498,000
State Prisoner Per Diem Payments	775,699	562,000	775,000	775,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	298,951	154,000	154,000	217,000
State Aid for Road Maintenance	5,047,814	5,149,800	5,305,000	5,465,000
Other State Aid	938,977	846,400	746,400	846,400
TOTAL STATE AID	\$41,107,758	\$40,283,200	\$41,791,400	43,003,400
FEDERAL AID				
Federal Prisoner Per Diem	5,326,955	4,500,000	5,300,000	5,300,000
Other Federal Aid (Indirect costs recovered from federal grants)	320,507	275,000	1,050,000	300,000
TOTAL FEDERAL AID	\$5,647,462	\$4,775,000	\$6,350,000	\$5,600,000
TOTAL	\$46,755,220	\$45,058,200	\$48,441,400	\$48,903,400

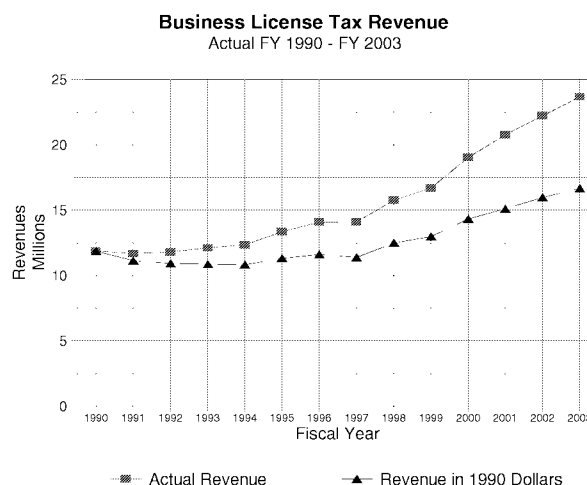
## General Fund Revenue Summary

**Local Sales Tax Revenues** The total sales tax in Alexandria is generally 4.5 percent (grocery store food is 4.0 percent), which includes the locally levied sales tax of 1.0 percent and the State sales tax of 3.5 percent. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 3.5 percent State sales tax remitted to the State, 1.0 percent is allocated to education Statewide, 0.5 percent is allocated to transportation projects in Northern Virginia, and the balance is distributed to other State-funded programs. FY 2005 local 1.0 percent sales tax revenues are budgeted at \$23.1 million, which is an increase of \$0.9 million, 4.1 percent, as compared to the current FY 2004 projection. Local sales tax revenues as a proportion of total General Fund revenues, which are currently expected to account for 5.5 percent of projected FY 2004 General Fund revenues, are expected to account for 5.4 percent of total General Fund revenues in FY 2005.



**Consumer Utility Tax Revenues** The consumer utility tax is levied on all residential and commercial users of water, natural gas, electricity, and telephone service. The utility tax rates are detailed in the table titled "FY 2005 Proposed Tax Rates for Major Revenue Sources." FY 2005 consumer utility tax revenues are budgeted at \$17,700,000, which is a decrease of \$0.4 million, or 2.6 percent, as compared to the FY 2004 projected revenues. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 4.3 percent of total FY 2004 General Fund revenues, are expected to account for 4.1 percent of total General Fund revenues in FY 2005.

**Business Licenses** The Business License tax is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For businesses with gross receipts of \$100,000 or more, the BPOL tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (building contractors) to .0058 (professionals, such as doctors and lawyers). In May 1996, City Council approved the following changes to the City's business license tax ordinance: an increase from \$50,000 to \$100,000 in the



## General Fund Revenue Summary

minimum gross receipts collected by a licensable business before a tax based on the amount of gross receipts is imposed, and an increase from \$30 to \$50 in the flat fee on businesses with gross receipts below the \$100,000 cap.

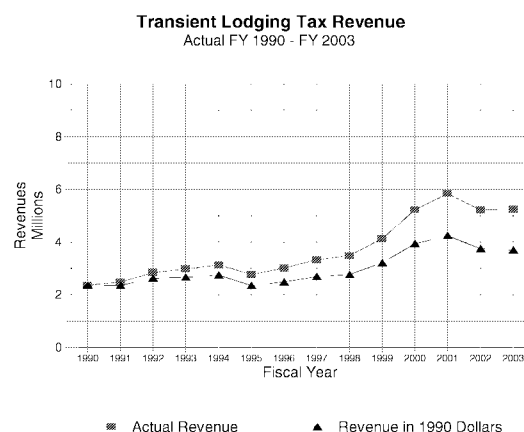
In FY 2003, reductions in the late filing penalties were approved. FY 2005 business license tax revenues are budgeted at \$26.6 million, an increase of \$1.6 million, 6.4 percent, as compared to the current FY 2004 revenue projection. Projected revenues in both FY 2004 and FY 2005 reflect actual collections through January 2004 and assume a projected rate of growth based on historical average increases.

**Motor Vehicle License Revenues** The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. FY 2005 motor vehicle license revenues are budgeted at \$2.4 million, which is equal to the current FY 2004 projection.

**Recordation Tax Revenues** The local recordation tax is assessed at the rate of \$0.05 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. FY 2005 recordation tax revenues are budgeted at \$2.6 million. The FY 2004 projection of \$3.2 million is an increase of \$1.3 million compared to the FY 2004 budgeted amount of \$1.5 million due to a sustained amount of home sales and refinancings through the first half of FY 2004. The amounts budgeted for both FY 2004 and FY2005 reflect the strong real estate market, without the substantial revenue from refinancings. Following the adoption of the City's budget, the General Assembly adopted a budget with an increase in State Recordation Tax, thereby authorizing an increase in local recordation taxes. The State and local increase will take effect on September 1, 2004, and will result in a potential increase of up to \$1.4 million in new City tax revenues for the partial year and up to \$1.7 million for a full year. Higher mortgage interest rates may cause home sales and refinancings to decline thereby reducing the potential revenue.

**Tobacco Tax Revenues** The local tobacco tax is levied at a rate of \$0.50 per pack of 20 cigarettes sold in the City. The rate was increased from \$0.30 to \$0.50 as of January 2003 and FY 2003 actual revenues reflect the partial year increase. FY 2004 and FY 2005 tobacco tax revenues are budgeted at \$2.6 million as the trends experienced following the increase are expected to continue, with no anticipated additional growth.

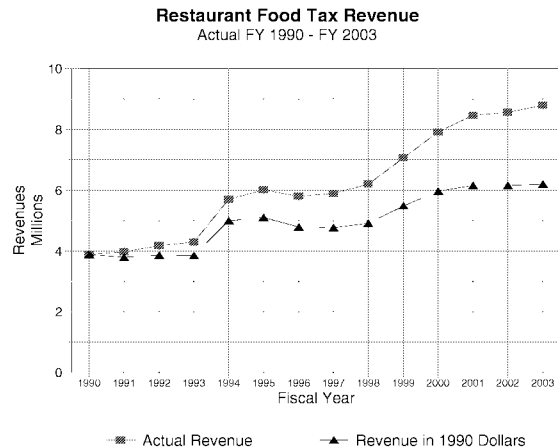
**Transient Lodging Tax Revenues** In FY 2000, the local tax levied on the amount paid for hotel and motel rooms was decreased from 5.65 to 5.5 percent. The rate reduction in FY 2000 was combined with the implementation of a \$1 per night lodging fee that is levied on the charge for the room in addition to the 5.5 percent transient lodging tax rate. FY 2005 transient lodging tax revenues are budgeted at \$6.1 million, which is an increase of



## General Fund Revenue Summary

\$240,000, or 4.1 percent, as compared to the current FY 2004 projection of an 8.0 percent growth in revenues and reflects actual revenues collected through March 2004, continued improvement in the occupancy of rooms and an increase in the number of rooms available with the addition of several new hotels.

**Restaurant Meals Tax Revenues** The local restaurant meals tax rate is 3 percent. FY 2005 revenues are projected at \$9.6 million, an increase of \$270,000 compared to the FY 2004 projected amount. Revenues are projected for both FY 2004 and FY 2005 based on actual revenues through the first nine months of FY 2004 and a growth rate of 3 percent based on the expectation that local restaurants will continue to see some improvements in sales.



### Other Miscellaneous Local Tax Revenues

Other miscellaneous local tax revenues are budgeted at \$3,667,500, which is an increase of \$55,000, or 1.5 percent, as compared to the current FY 2004 revenue projections for this category. Other miscellaneous tax revenues include \$670,000 for E-911 tax revenues, which is based on the rate of 50 cents per line per month, and \$700,000 for net City revenues associated with the State's telecommunications tax of 63 cents per line per month. (Other taxes included in this category are bank and other franchise taxes, which are estimated at \$1.1 million, and the daily rental tax, which is estimated at \$35,000 in FY 2005).

**Licenses, Permits and Fees** FY 2004 revenues from licenses, permits and fees are budgeted at \$3.3 million, which is approximately \$300,000 more than the current FY 2004 projection. The FY 2005 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received through January 2004. The major component of this category, building permits and electrical permits are not projecting to equal FY 2004 budgeted amounts, and the FY 2005 projection is based on a continuation of this trend. The decline in revenue in FY 2005 from these permit categories is offset by an additional \$300,000 in revenue from the first full year of implementation of the new fire retesting program.

**Fines and Forfeitures** FY 2005 revenues from fines and forfeitures are budgeted at \$4.0 million, which is an increase of \$50,000, or 1.3 percent, compared to the current FY 2004 projection. Parking fines account for \$2.9 million, or approximately 70 percent of the revenue in this category. The increase in the entire category results from the increase in parking fines which are anticipated with the additional parking enforcement officers. Revenues for the Red Light Camera program are budgeted at \$180,000, which is based on fines collected through March 2004. The FY 2005 court fines and forfeitures are budgeted at \$825,000.



## General Fund Revenue Summary

Revenues from the Use of Money and Property FY 2004 revenues from the use of money and property are budgeted at \$4,615,500, which represents an increase of \$185,500, or 4.2 percent, as compared to the current FY 2004 projection. The FY 2005 projection reflects a \$200,000 increase in interest on General Fund investments and a \$75,000 increase in parking garage revenues (plus \$50,000 in additional budgeted parking fine revenue) following the decision to rethink the free holiday parking program and potentially adopt a different marketing strategy. The increases are offset by a reduction in the revenue from the sale of recyclables of \$90,000 resulting from the privatization of the recycling program. Interest on General Fund investments in FY 2005 are projected at \$2.0 million on an average cash balance of \$126 million at 1.6 percent.

Charges for Services The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. FY 2005 revenues from charges for services are budgeted at \$10,507,700, which is an increase of \$702,500 compared to the FY 2004 projection. Nearly \$400,000 of this increase is expected to come from an increase in the refuse user charge from \$185 to \$205 per household per year. A change in the contract for ambulance services is expected to produce an additional \$100,000 in revenues in FY 2005. Marina fees, which are expected to be down by \$100,000 in FY 2004 compared to the amount budgeted in FY 2004 as a result of the damage from Hurricane Isabel, are expected to return to typical levels in FY 2005. Increases in Clerk's Fees, parking meter receipts and Planning and Zoning fees make up the remaining \$100,000 increase in FY 2005.

Per the multi-year plan to make sanitary sewer operating, capital and debt service costs self sufficient (approved by City Council last year), the sanitary sewer fee of \$0.40 per thousand gallons of usage is proposed to be increased to \$0.60 per thousand gallons of usage for FY 2005. The \$1.1 million in revenue generated from this rate increase is proposed to finance sanitary sewer capital projects and debt service in FY 2005. Eventually, in FY 2007, sanitary sewer costs are projected to be self sufficient when the fee reaches \$1.00.

Other Miscellaneous Non-tax Revenues FY 2005 other miscellaneous non-tax revenues, such as insurance recoveries and fees to offset special events expenditures, are projected at approximately \$430,000 in both FY 2004 and FY 2005.

City of Alexandria, Virginia  
STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES  
For the fiscal years ending June 30, 2004, and June 30, 2005

	Due Date	Assessed Value (thousands)	Tax rate (per \$100)	Tax Year Gross Levy	Estimated Collection rate	Net Tax revenue	Value of 1 cent
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Fiscal Year 2004							
Second half tax year 2003							
Locally assessed real property	11/15/03	18,544,370	1.035	191,934,233	49.08%	94,201,321	910,158
Non-locally assessed property	11/15/03	768,360	1.035	7,952,524	35.81%	2,847,799	27,515
Total second half tax year 2003		19,312,730		199,886,757		97,049,120	937,673
First half tax year 2004							
Locally assessed real property	06/15/04	21,988,826	0.995	218,788,814	49.00%	107,206,519	1,077,452
Non-locally assessed property	06/15/04	768,360	0.995	7,645,180	49.50%	3,784,364	38,034
Total first half tax year 2004		22,757,185		226,433,994		110,990,883	1,115,486
Total fiscal year 2004 revenue		42,069,915		426,320,750		208,040,003	2,053,159
Fiscal Year 2005							
Second half tax year 2004							
Locally assessed real property	11/15/04	21,988,826	0.995	218,788,814	49.00%	107,206,519	1,077,452
Non-locally assessed property	11/15/04	768,360	0.995	7,645,180	49.50%	3,784,364	38,034
Total second half tax year 2004		22,757,185		226,433,994		110,990,883	1,115,486
First half tax year 2005							
Locally assessed real property	06/15/05	23,308,155	0.995	231,916,143	49.00%	113,638,910	1,142,100
Non-locally assessed property	06/15/05	768,360	0.995	7,645,180	49.50%	3,784,364	38,034
Total first half tax year 2005		24,076,515		239,561,323		117,423,274	1,180,134
Total fiscal year 2005 revenue		46,833,700		465,995,316		228,414,157	2,295,620
Less \$2,000,000 to reflect the expanded senior citizen and disability tax relief initiative						-2,000,000	
Plus \$2,100,000 resulting from delinquent FY 2004 revenues collected in FY 2005						2,100,000	
						228,514,157	

## Real Estate Tax Rates by Calendar Year

Shown below is a comparison of real estate tax rates from selected Northern Virginia jurisdictions over the past twenty calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per \$100 of assessed value. The approved tax rate of \$0.995 is the City's lowest nominal rate since 1976 when the Department of Real Estate Assessments began basing the assessed value on 100 percent of fair market value. Prior to 1976, the tax rates were based on less than 100 percent of fair market value.

In Alexandria for tax year 2004 (FY 2005), the estimated fiscal impact of the approved four cent reduction on the real property tax rate was \$8.9 million for a tax rate for the 2004 calendar year only, and \$13.6 million for a tax rate that carries until the end of FY 2005 (i.e., three payment periods of June 2004, November 2004, and June 2005).

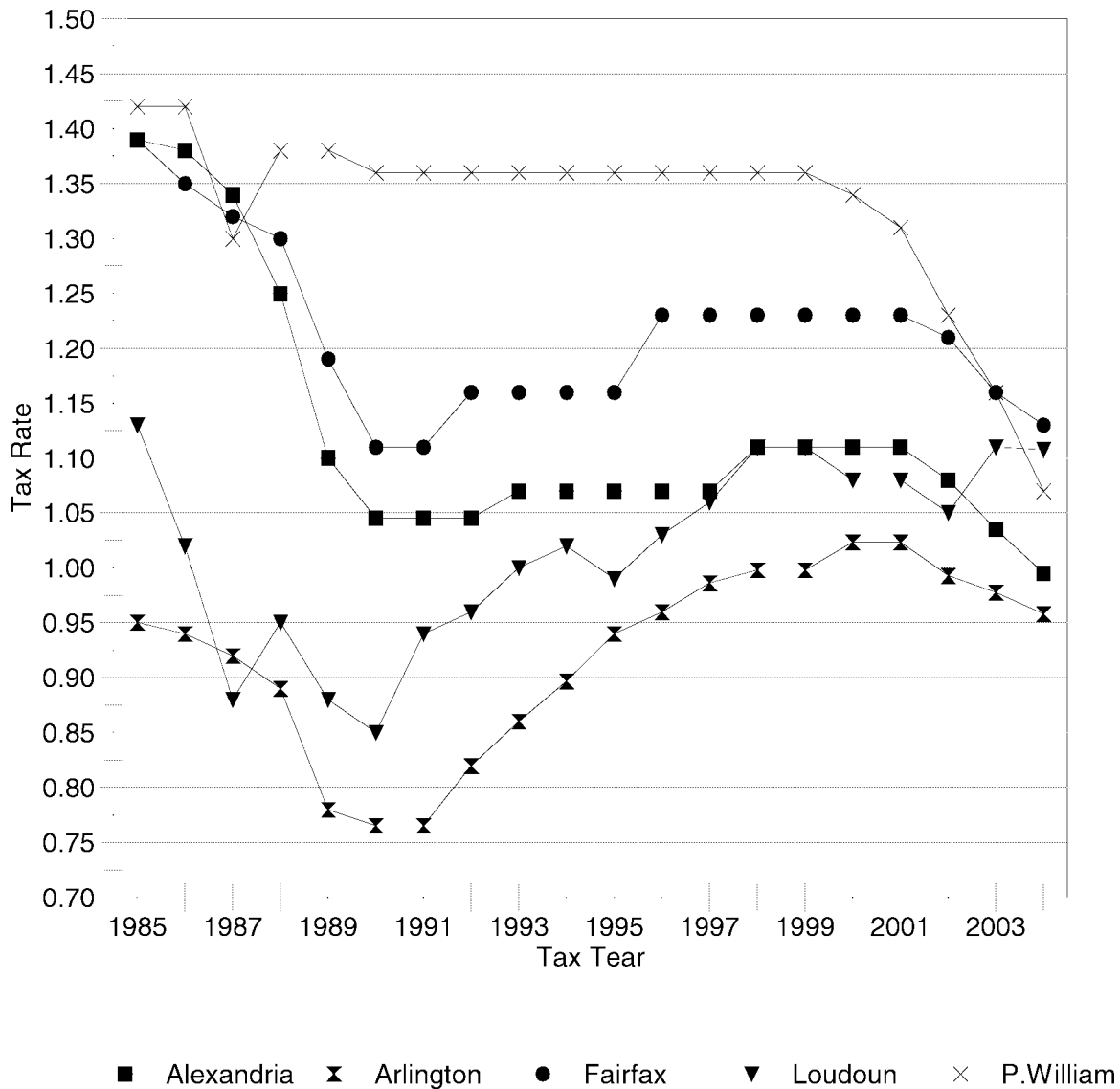
### REAL ESTATE TAX RATES\*

YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County
1985	1.39	.95	1.39	1.13	1.42
1986	1.38/1.37	.94	1.35	1.02	1.42
1987	1.34	.92	1.32	.88	1.30
1988	1.25	.89	1.30	.95	1.38
1989	1.10	.78	1.19	.88	1.38
1990	1.045	.765	1.11	.85	1.36
1991	1.045	.765	1.11	.94	1.36
1992	1.045	.82	1.16	.96	1.36
1993	1.07	.86	1.16	1.00	1.36
1994	1.07	.897	1.16	1.02	1.36
1995	1.07	.94	1.16	.99	1.36
1996	1.07	.96	1.23	1.03	1.36
1997	1.07	.986	1.23	1.06	1.36
1998	1.11	.998	1.23	1.11	1.36
1999	1.11	.998	1.23	1.11	1.36
2000	1.11	1.023	1.23	1.08	1.34
2001	1.11	1.023	1.23	1.08	1.31
2002	1.08	.993	1.21	1.05	1.23
2003	1.035	.978	1.16	1.11	1.16
2004	0.995	.958	1.13	1.1075	1.07

\* Does not reflect additional special tax district (fire, leaf collection, business improvement district, etc.) or town real estate tax rates (Arlington County, Fairfax County, Prince William County and Loudoun County). The City's 2003 and 2004 tax rates include one cent dedicated to open space acquisition.

## Real Estate Tax Rates by Calendar Year

As noted in the graph below, which depicts the various tax rates of jurisdictions in Northern Virginia for the past twenty years, in 1985 Alexandria had the second highest tax rate in the area, along with Fairfax County, at \$1.39. With the approved rate of \$0.995, Alexandria now has the second lowest in the region, with only Arlington having a lower rate of \$0.958. This \$0.395 drop in the City's real estate tax rate since 1985 is the largest rate drop of any major Northern Virginia jurisdiction.



## Real Property Assessments

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### Average Residential Tax Bills 1990 - 2004

The following two tables depict the average residential real estate tax bill and average single family real estate tax bill adjusted to 2004 dollars, using U.S. Bureau of Labor Statistics Consumer Price Index (CPI) information, and using real estate tax rates in place for each year.

For the owner of an average residential unit (defined as single family homes, residential condominiums, and cooperatives), the City tax bill for 2004 at the approved \$0.995 tax rate would be \$3,592. In today's dollars the average tax bill in 1990 for the average residential unit was \$2,682.

For the owner of an average single family residential unit (defined as detached homes, semi-detached homes [duplexes and end town home units] and row houses), the City tax bill for 2004 at the approved \$0.995 tax rate would be \$4,723. In today's dollars the average tax bill in 1990 was \$3,458.

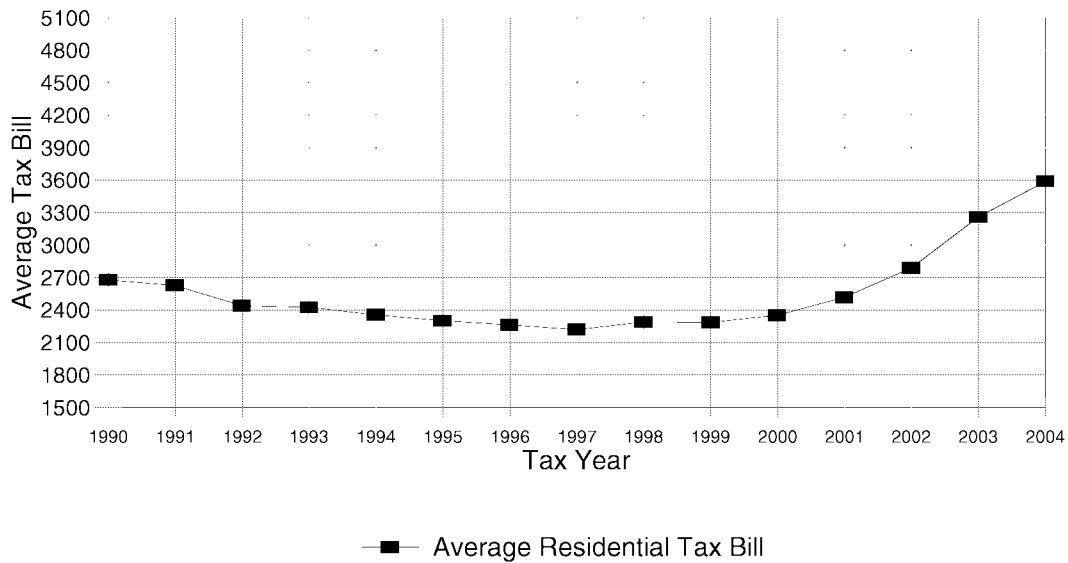
## Real Property Assessments

### Average Residential Tax Bills 1990 - 2004

#### Residential Tax Bill Comparison

1990 - 2004

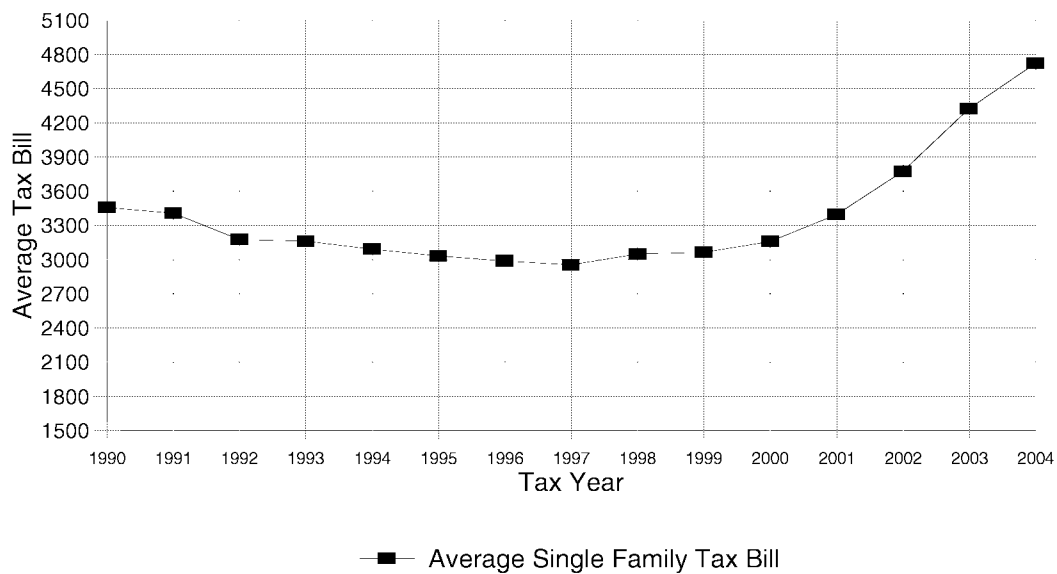
Adjusted to 2004 dollars



#### Single Family Tax Bill Comparison

1990 - 2004

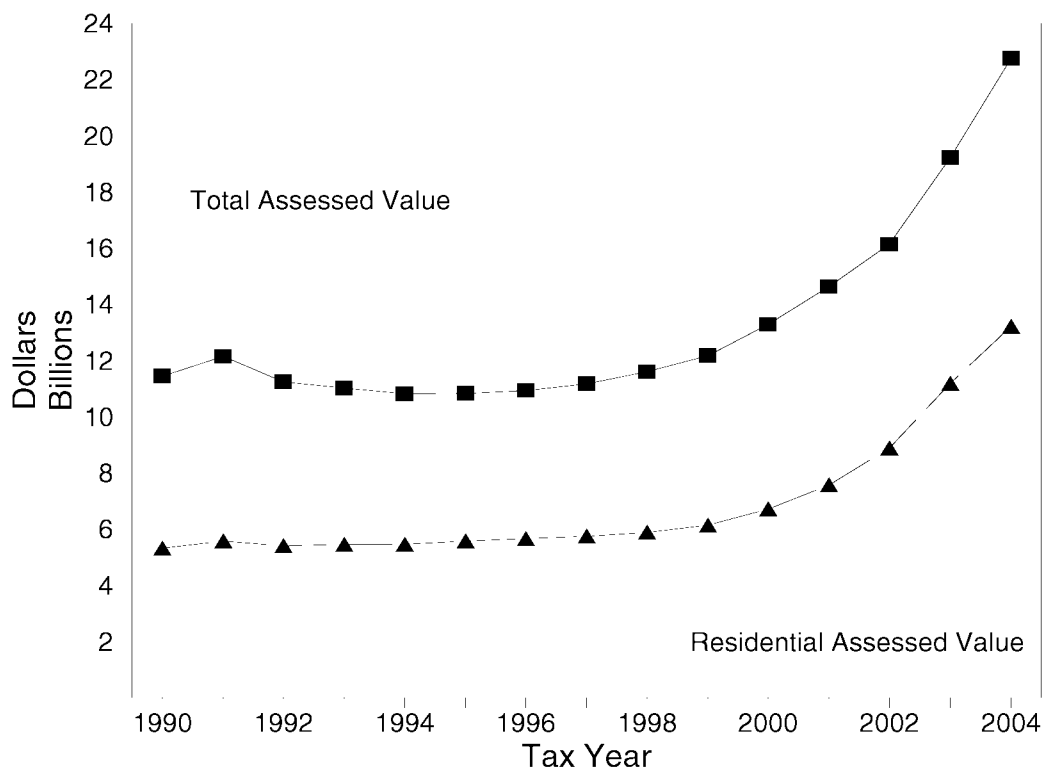
Adjusted to 2004 dollars



## Real Property Tax Base

Total Assessed Value  
Tax Years 1990 - 2004

This graph displays the change in the City's real property tax base since 1990. The top line represents the total assessed value of the City's tax base and the bottom line represents the total assessed value of residential real property. After several years of commercial assessments accounting for the majority of the City's tax base, beginning in 1994, residential assessments (single family and condominiums) now account for more than half of the City's total assessed value. In 2004 residential property accounted for 58.1% of the City's real estate tax base, which is a slight decrease from the 2003 level of 58.2%.



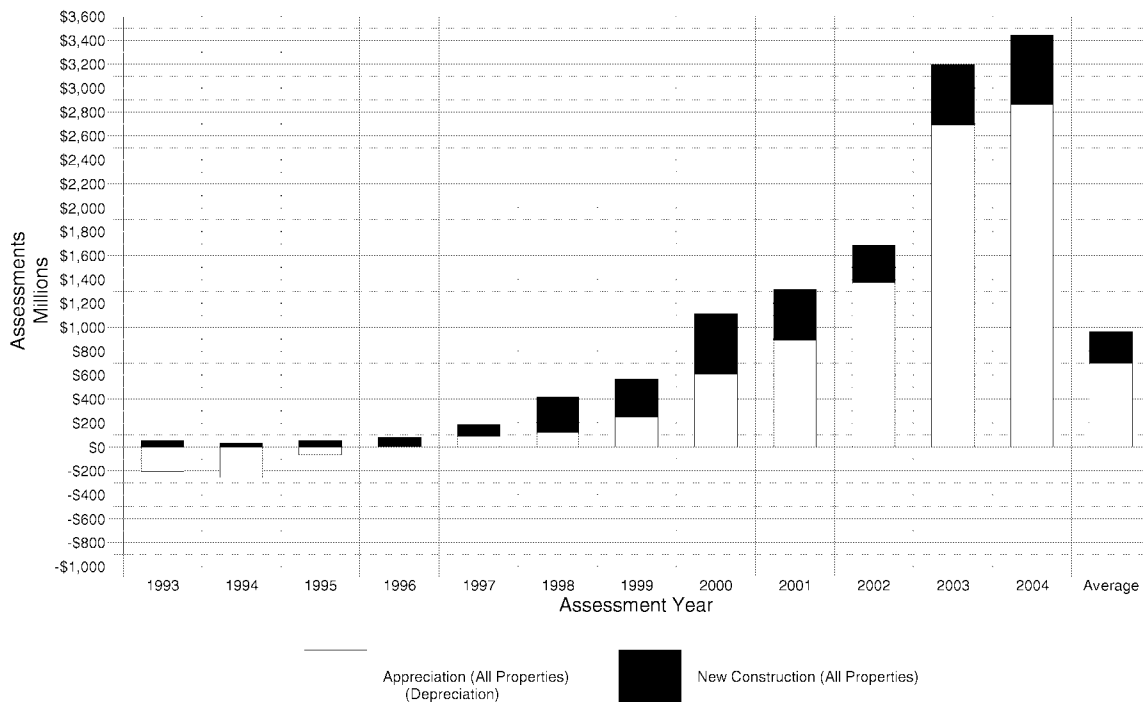
## Real Property Tax Base

### Change in Total Tax Base Tax Years 1993 - 2004

The following chart compares total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. Tax year 2000 marked the first year since 1991 that appreciation of existing properties exceeded the value of new construction. Since tax year 2001, appreciation significantly exceeds the value of new construction. As a result of the significant increases in appreciation beginning in tax year 2001, the average value of appreciation for the twelve year period shown is now more than two and a half times the average value of new construction.

### Change in Total Tax Base Calendar Year 1993 - 2004

(millions of dollars)



Source: Department of Real Estate Assessments  
Prepared by: Office of Management and Budget



## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1993 <sup>/4</sup>	1994	1995	1996	1997	1998
Residential Single Family	3,950,462	3,959,811	4,054,108	4,151,909	4,245,411	4,387,491
Residential Condominium	1,515,358	1,503,185	1,522,470	1,506,198	1,496,966	1,495,305
Commercial Multi-Family	1,335,147	1,337,722	1,331,188	1,326,307	1,336,457	1,376,604
Office/Retail Property	2,979,542	2,832,476	2,781,784	2,806,441	2,891,476	3,094,323
Other Commercial	621,746	585,345	558,318	562,198	589,465	630,872
Public Service Corporation <sup>/1</sup>	624,723	599,784	589,447	589,222	611,029	620,694
Total <sup>/2</sup>	<u>11,026,978</u>	<u>10,818,324</u>	<u>10,837,314</u>	<u>10,942,274</u>	<u>11,170,803</u>	<u>11,605,290</u>
Residential Single Family	35.8%	36.6%	37.4%	37.9%	38.0%	37.8%
Residential Condominium	13.7%	13.9%	14.0%	13.8%	13.4%	12.9%
Commercial Multi-Family	12.1%	12.4%	12.3%	12.1%	12.0%	11.9%
Office/Retail Property	27.0%	26.2%	25.7%	25.6%	25.9%	26.7%
Other Commercial	5.6%	5.4%	5.2%	5.1%	5.3%	5.4%
Public Service Corporation <sup>/1</sup>	5.7%	5.5%	5.4%	5.4%	5.4%	5.3%
Total <sup>/3</sup>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Residential	49.57%	50.50%	51.46%	51.71%	51.41%	50.69%
Commercial	50.43%	49.50%	48.54%	48.29%	48.59%	49.31%
	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

Sources: Assessment values are from the 1993-2004 Real Property Assessment Reports.

/1 -- 1993- 03 Certified Assessments from Public Service Corp. Land Book --  
City of Alexandria. 2004 figures are estimated.

/2 -- Individual columns may not sum to the totals shown due to rounding.

/3 -- Figures in individual categories may not total 100% due to rounding.

/4-- 1993 assessments include \$106.6 million in non-locally assessed railroad property subject to litigation.

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1999	2000	2001	2002	2003 <sup>/4</sup>	2004
Residential Single Family	4,657,845	5,119,264	5,830,209	6,791,096	8,361,631	9,731,907
Residential Condominium	1,511,210	1,597,678	1,743,688	2,098,194	2,830,219	3,492,636
Commercial Multi-Family	1,500,100	1,584,496	1,734,225	2,004,540	2,264,921	2,633,664
Office/Retail Property	3,318,516	3,744,874	4,061,051	4,155,509	4,623,100	5,510,877
Other Commercial	553,705	608,320	598,139	421,220	464,500	619,741
Public Service Corporation <sup>/1</sup>	646,144	640,676	665,038	662,430	681,555	768,360
Total <sup>/2</sup>	<u>12,187,520</u>	<u>13,295,308</u>	<u>14,632,349</u>	<u>16,132,989</u>	<u>19,225,926</u>	<u>\$22,757,185</u>
Residential Single Family	38.2%	38.5%	39.8%	42.1%	43.5%	42.8%
Residential Condominium	12.4%	12.0%	11.9%	13.0%	14.7%	15.3%
Commercial Multi-Family	12.3%	11.9%	11.9%	12.4%	11.8%	11.6%
Office/Retail Property	27.2%	28.2%	27.8%	25.8%	24.0%	24.2%
Other Commercial	4.5%	4.6%	4.1%	2.6%	2.4%	2.7%
Public Service Corporation <sup>/1</sup>	5.3%	4.8%	4.5%	4.1%	3.5%	3.4%
Total <sup>/3</sup>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Residential	50.62%	50.52%	51.76%	55.10	58.21%	58.11%
Commercial	49.38%	49.48%	48.24%	44.90	41.79%	41.89%
	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

Sources: Assessment values are from the 1993-2004 Real Property Assessment Reports.

/1 -- 1993-03 Certified Assessments from Public Service Corp. Land Book --

City of Alexandria. 2004 figures are estimated.

/2 -- Individual columns may not sum to the totals shown due to rounding.

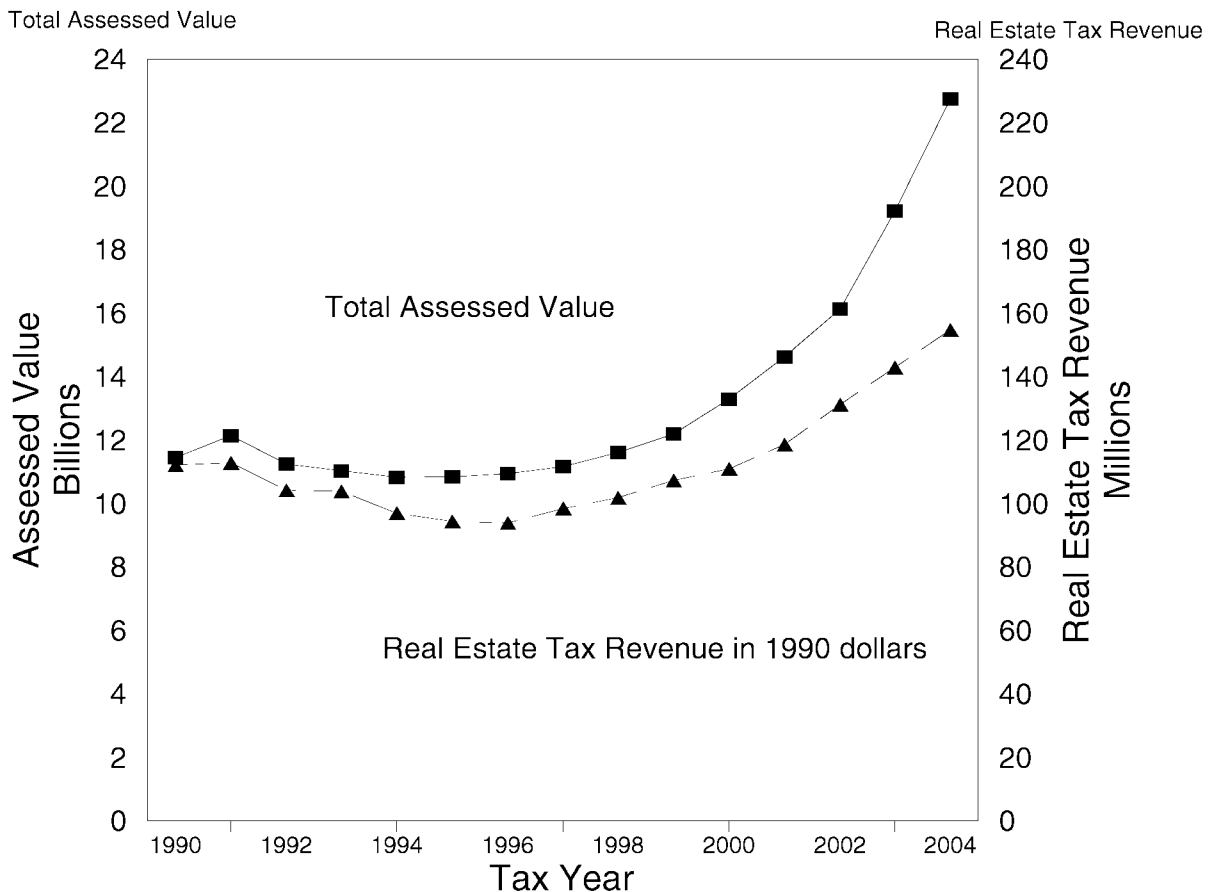
/3 -- Figures in individual categories may not total 100% due to rounding.

/4 -- 2003 data has been revised from the FY2004 document and reflects equalized data as of 12/31/2003.

## Real Property Assessments Compared To Real Property Tax Revenues

Tax Years 1990 - 2004

The following graph depicts the impact of real property tax rate increases on real property tax revenues. Adjusting for inflation by assuming the property tax revenues in 1990 dollars, the revenues would have increased from \$112.2 million in 1990 to \$142.8 million in 2003 for an average annual real dollar increase of 1.9 percent. In tax year 2004 real property revenue would be \$154.6 million in 1990 dollars. Actual real property revenues in FY 2005, which reflect the assessed value of tax year 2004, are projected to be \$228.5 million.

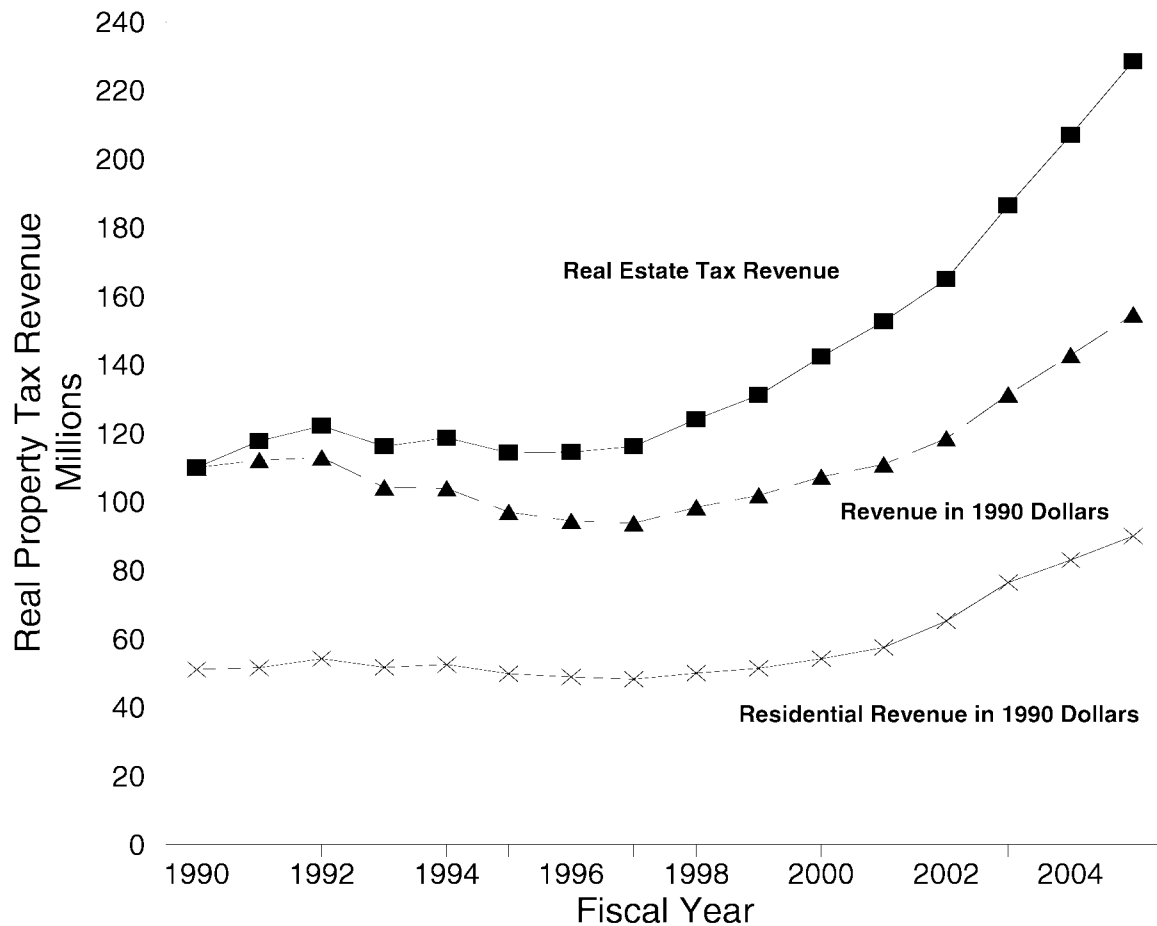


Note: Revenues are for the succeeding fiscal year.

## Real Property Tax Revenue as Compared to Inflation

FY 1990 - FY 2005

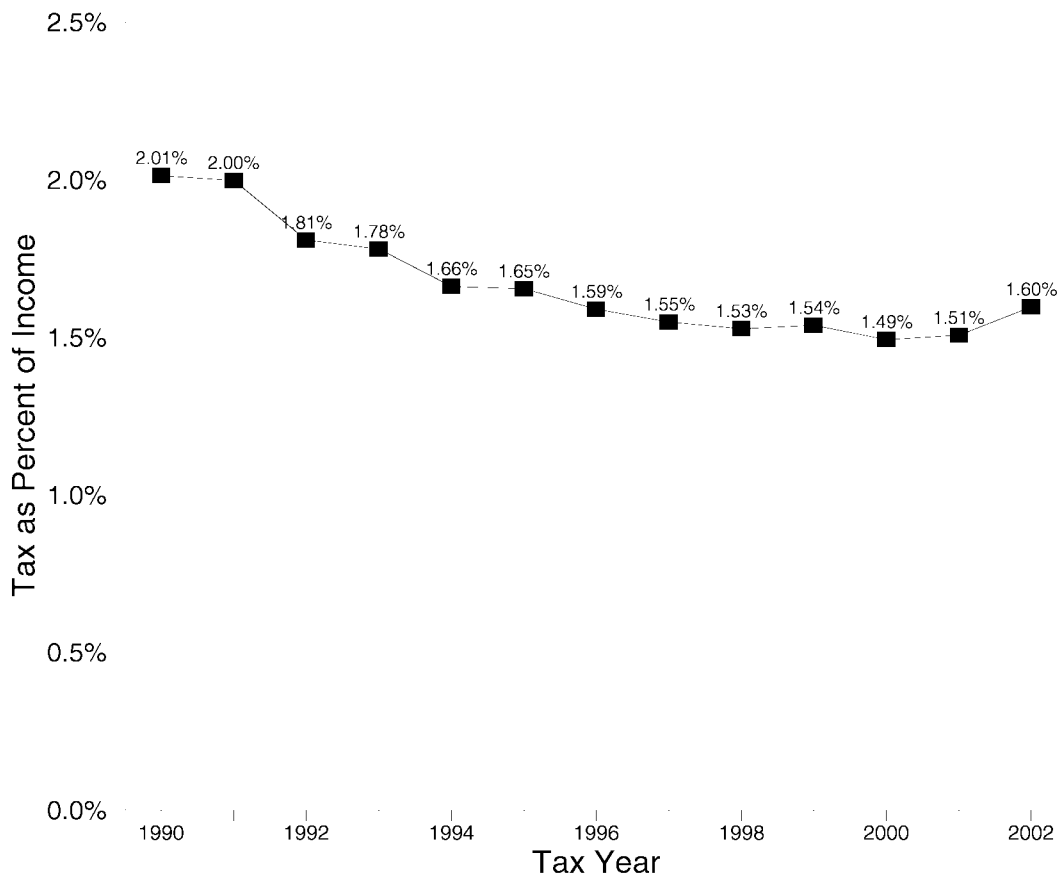
This graph shows the impact of inflation on real property tax revenues. The middle line in the graph shows real property tax revenues in constant 1990 dollars. As shown in the bottom line on this graph, which represents residential real property tax revenues in constant 1990 dollars, over the long-term residential real property tax revenue has only begun increasing significantly in the last couple of years after adjusting for inflation and tax rate changes.



## Per Capita Residential Real Estate Tax Revenue

Tax Years 1990 - 2002<sup>1</sup>

This graph depicts the proportion of City resident personal income that goes to pay the real property tax. For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums and apartments (multi-family housing<sup>2</sup>). As shown in the graph, the real property tax burden declined through the nineties as appreciation of properties (and the real estate tax burden) failed to keep up with rising personal income. However, beginning in 2001, and more noticeably in 2002, the affects of the strong real estate market and increasing real estate taxes are evidenced by the 6 percent increase, from 1.51% to 1.60%, in the portion of personal income that goes to pay the real property tax.



<sup>1</sup> Per capita income figures for 2002 are the most recent actual data available at the time of printing.

<sup>2</sup> The City usually classifies apartments as commercial property because they are income-producing properties.

# FY 2005 Approved Rates for Major Revenue Sources

	<u>City Proposed Rate</u>	<u>Virginia Code Reference</u>	<u>Maximum Tax Rate Allowed by State</u>
Real Estate Tax	\$0.995 per \$100 assessed value	58.1-3200	none
Personal Property Tax	\$4.50 per \$100 assessed value (machinery and tools)	58.1-3507	none
	\$4.75 per \$100 assessed value (tangible pers. prop.)	58.1-3506-b	none
	\$3.55 per \$100 assessed value (handicap vehicles)	58.1-3506.1	none
Utility Tax			
(for residential users)	15% of water service charge	58.1-3814	20% on 1st \$15
	25% of local service charge for telephone/1	58.1-3812	"grandfathered"
(\$2.40 maximum)	\$1.12 plus \$.012075 of each KWh	58.1-3814	\$3.00
(\$2.40 maximum)	\$1.28 plus \$0.124444 of each CCF of gas delivered	58.1-3814	\$3.00
(\$2.40 maximum)	\$1.28 plus \$0.050909 of each CCF of gas delivered to group meter consumers (\$2.40 max)	58.1-3814	\$3.00
	\$1.28 plus \$.023267 of each CCF of gas delivered to group meter interruptible consumers (\$2.40 max)	58.1-3814	\$3.00
(for commercial users)	15% of first \$150 of water service charge		20%
	25% of the first \$150 (on local phone service only)	58.1-3812	20%
(Commercial consumer)	\$0.97 plus \$0.004610 of each kWh delivered	58.1-3814	various
(Industrial consumer)	\$0.97 plus \$0.003755 of each kWh delivered	58.1-3814	various
(Commercial or industrial)	\$1.42 plus \$0.050213 of each CCF of gas delivered	58.1-3814	various
(Non-residential interruptible gas consumer)	\$4.50 plus \$0.00367 of each CCF of gas delivered	58.1-3814	various
Business and Professional Licenses		58.1-3700	
Gross Receipts Greater than \$10,000 and less than \$100,000	\$50.00	58.1-3703	\$50.00
Amusement and Entertainment	\$ .36 per \$100 gross receipts	through	\$0.36
Professional	\$ .58 per \$100 gross receipts	58.1-3735	\$0.58
Renting of Residential Property	\$ .50 per \$100 gross receipts		**
Renting of Commercial Property	\$ .35 per \$100 gross receipts		**
Finance Services	\$ .35 per \$100 gross receipts		\$0.58
Personal, Business and Repair Svcs	\$ .35 per \$100 gross receipts		\$0.36
Retail Merchants	\$ .20 per \$100 gross receipts		\$0.20
Restaurants	\$ .20 per \$100 gross receipts		\$0.20
Filling Stations	\$ .20 per \$100 gross receipts		\$0.20
Contractors	\$ .16 per \$100 gross receipts		\$0.16
Wholesale Merchants	\$ .05 per \$100 of purchases		\$0.05
Alcoholic Beverages	\$5-\$1,500 (flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	various
Public Utilities:			
Telephone Co	\$1.03 per \$100 gross receipts	58.1-2690	**
Telegraph Co	\$2.00 per \$100 gross receipts	58.1-2690	**
Water, heat, electric and gas	\$ .50 per \$100 gross receipts	58.1-3731	\$0.50
E-911 Tax	\$ .50 per line per month	58.1-3813	allow cost recovery
Telecommunications Right of Way Tax	\$ .59 per line per month	56-468.1	minimum of \$.50 per line per month; annual rate calc. by VDOT
Cigarette Tax	\$ .50 on each package of twenty cigarettes	58.1-3840	none
Daily Rental Tax	1.0% of gross receipts	58.1-3510.1	1%
Local Sales Tax	1.0% added to the rate of the State tax imposed	58.1-605	1%
Transient Lodging Tax	5.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3840	none
Restaurant Meal Tax	3.0% on all food and drink sold in the City	58.1-3840	none
Recordation Tax:/1			
Deed of Bargain and Sale			
Grantor	\$ .83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	\$ .83 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	\$ .83 per \$1,000 of loan amount (equals State max)	58.1-3800	1/3 of State Chrgs
Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10
Tax Interest	10% per annum until January 1, 2000 after January 1, 2000 10% per annum for 1 <sup>st</sup> year, 5% per annum thereafter. Equals refund rates.	58.1-3916	10%

\*\* The City's existing tax rate exceeds the State cap. The State cap was established after the City had set this rate.

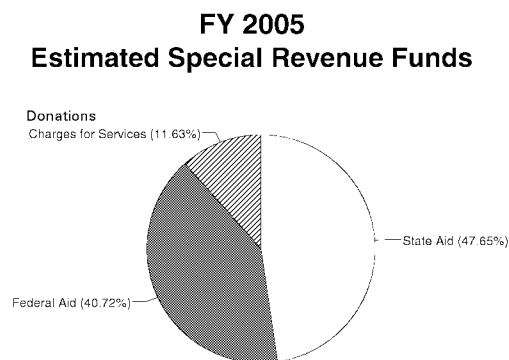
/1 Reflects increase to the State Recordation Tax Rate effective September 1, 2004.

# GRANT FUNDING SUMMARY AND SPECIAL REVENUE FUNDS

## Grant Funding Summary and Special Revenue Funds

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Special Revenue Funds account for revenue derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. As shown in the graph titled "FY 2005 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$81,353,977 consists primarily of State and federal aid and discretionary State and federal grants (88.4 percent). This compares to the FY 2004 estimated Special Revenue Fund budget of \$74,231,628. The \$7,122,349 increase (\$1.8 million increase to the City as the Schools increased by \$5.3 million) is partially attributable to increased State revenues in the Schools of \$3,269,924 and Human Services of \$536,738, as well as increased estimated federal revenues in the Schools of \$2,019,726, Human Services of \$827,584, the Office of Housing of \$301,268, the Police of \$276,714 and Recreation of \$156,617; partially offset by decreased estimated federal revenue of \$523,872 in the Office of the Sheriff.



The City Council approves, in advance, department and agency applications for discretionary grant funding. Programs and services funded by grant monies are authorized only for the term of the grant. Likewise, positions that are funded by grant sources are authorized only for the term of the grant and employees who fill these positions are notified of this condition of employment.

The table below summarizes the estimated FY 2005 Special Revenue Funds by department. Additional addendum tables have been included to provide more detailed information on federal funding for the Department of Mental Health, Mental Retardation and Substance Abuse (Addendum Table I) and the Department of Human Services (Addendum Table II). Estimates of Special Revenue Funds are based on the best available data at the time the budget is prepared. Generally, two to three times during the fiscal year, staff return to City Council with a supplemental appropriations ordinance to amend the Special Revenue Fund budget to reflect actual grant awards, to appropriate grants received that were not anticipated at the time the budget was prepared, to reduce the budget for grants that were anticipated but not actually awarded, or to appropriate donations or other sources of funding that differ from the original budget estimates. For additional information on grant funded activities, please refer to the individual department's budget chapter in this document.



## Grant Funding Summary and Special Revenue Funds

### FY 2005 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid	Federal Aid	Charges, Donations and Other Sources	Total Special Revenue Funds
Commonwealth's Attorney's Office	0	\$257,604 <sup>/a</sup>	0	\$257,604
Law Library	0	0	\$54,000 <sup>/b</sup>	54,000
Other Public Safety	\$198,333 <sup>/c</sup>	0	0	198,333
Court Service Unit	113,570 <sup>/d</sup>	83,537 <sup>/e</sup>	0	197,107
Citizen Assistance	0	0	5,400 <sup>/f</sup>	5,400
Office On Women	38,587 <sup>/g</sup>	315,966 <sup>/h</sup>	39,025 <sup>/i</sup>	393,578
Personnel	0	0	6,000 <sup>/j</sup>	6,000
Fire	263,000 <sup>/k</sup>	29,000 <sup>/l</sup>	215,477 <sup>/m</sup>	507,477
Police	0	396,460 <sup>/n</sup>	30,000 <sup>/p</sup>	426,460
Sheriff	424,097 <sup>/q</sup>	0	288,255 <sup>/r</sup>	712,352
Health	0 <sup>/s</sup>	0	0	0
MH/MR/SA <sup>/t</sup>	3,504,960	2,344,109	5,194,871	11,043,940
Human Services <sup>/u</sup>	8,937,809	16,051,260	147,561	25,136,630
Housing	0	2,333,268 <sup>/v</sup>	50,265 <sup>/w</sup>	2,383,533
Historic Alexandria	0	0	217,560	217,560
Recreation	18,540 <sup>/x</sup>	268,735 <sup>/y</sup>	22,500	309,775
Library	203,259	0	194,245	397,504
T&ES	168,482 <sup>/z</sup>	43,730 <sup>/a1</sup>	162,551 <sup>/a2</sup>	374,763
Human Rights	0	25,000 <sup>/a3</sup>	0	25,000
Schools <sup>/a4</sup>	24,897,058	10,978,589	2,831,314	38,706,961
TOTAL	\$38,767,695	\$33,127,258	\$9,459,024	\$81,353,977

## Grant Funding Summary and Special Revenue Funds

### Notes:

- /a Includes \$184,965 for the federal grant for the Victim-Witness Program, and \$72,639 for V-Stop Domestic Violence Intervention grant.
- /b Court assessed Law Library filing fees.
- /c Virginia Juvenile Community Crime Control Act, which funds the Sheltercare program.
- /d Virginia Juvenile Community Crime Control Act monies, which funds the Day Reporting Program and other small programs.
- /e Title IV-E Foster Care federal revenue.
- /f Donations for the Gyumri Sister City program.
- /g Includes \$8,000 for Project STEPOUT/ MANHOOD, \$11,200 for the State Shelter Support grant, and \$19,387 for the Rape Victim Companion grant.
- /h Includes \$82,652 for the Rape Victim Companion grant, \$5,917 for the federal Shelter Support grant, \$152,558 for the Domestic Violence Program, \$44,647 for the V-STOP/ Sexual Assault Response and Awareness Program (SARA), and \$30,192 for the Violence Against Women Act grant.
- /i Includes donations in the amount of \$24,475 and \$14,550 for a foundation grant received from Virginians Against Domestic Violence for the Domestic Violence Intervention Project (DELTA).
- /j Mann Municipal Education Charitable Trust Fund, which funds selected education courses for City employees.
- /k Includes \$153,000 for Fire Suppression Programs, \$15,000 for Public Education, and \$95,000 for Emergency Services.
- /l Federal grant for Emergency Management Assistance Program.
- /m \$212,977 from fee revenue related to the U.S. Patent and Trademark Office (PTO) and \$2,500 in smoke alarm donations.
- /n Includes \$250,233 for the federal COPS Universal Highway Terrorism Preparedness Program, which funds the federal share of nine Police officers and includes \$146,227 for the federal share of the Advanced Generation Interoperability for Law Enforcement (AGILE) project.
- /p Reimbursement for overtime expenditures from the Northern Virginia Regional Crack Task Force.
- /q For the Comprehensive Community Corrections Act (CCCA) programs and Pre-Trial Services Act (PSA) grant.
- /r Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /s It should be noted that State funding for the Health Department does not pass through the City's Treasury; therefore, this funding is not reflected in this table. For additional information, please refer to the Health Department section of this budget.
- /t For a description of the federally funded grants for this department, please refer to Addendum Table I in this section of the budget document.
- /u For a description of the federally funded grants for this department, please refer to Addendum Table II in this section of the budget document.
- /v Includes \$1,031,268 in federal Home Partnership Investment Program (HOME) monies and \$1,302,000 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG and HOME program).

## Grant Funding Summary and Special Revenue Funds

- /w Includes \$33,168 for the repayment of principal and interest from the Business Assistance Loan Program, \$3,000 in vendor fees from the Homeownership Fair, and \$14,097 in local match for the federal American Dream Downpayment Initiative (ADDI) grant, a newly awarded funding source within the Homeownership Assistance Program.
- /x The Local Government Challenge Grant.
- /y U.S. Department of Agriculture Summer Food service program.
- /z Includes \$140,080 for the Ridesharing Grant, and \$28,402 for the Transit Services Employer Outreach Program.
- /a1 Federal Air Quality Grant.
- /a2 U.S. Patent and Trademark Office (PTO) Development Fee Revenue.
- /a3 Equal Employment Opportunities Commission Grant.
- /a4 Reflects all federal, State and private or local funding sources, supporting the Schools operating budget, the Schools Lunch Fund and all Federal Grants and Special Projects, but does not include transfers from the General Fund Balance of \$2,361,906 or the School Lunch Fund Balance of \$403,842.

## Grant Funding Summary and Special Revenue Funds

Addendum Table I  
Department of Mental Health/Mental Retardation/Substance Abuse  
Federally Grant-Funded Programs

	FEDERAL GRANT	FY 2005 APPROVED BUDGET ESTIMATE
Mental Health (MH)  Programs	Block Grant for Community Mental Health Services--Serious Emotionally Disturbed (Children)	\$258,488
	Block Grant for Community Mental Health Services--Serious Mental Illness (Adults)	414,144
	Projects for Assistance in Transition from Homelessness	35,575
	Welfare TANF Foster Care (Title IV E)	143,000
	Unification/Stabalization of Families	15,000
MH & SA Programs	U.S. Department of Housing and Urban Development	341,607
Substance Abuse (SA)  Programs	Substance Abuse Residential Purchase of Services (SARPOS)	137,284
	Substance Abuse Federal Block Grant-Alcohol & Drug Treatment	472,408
	Substance Abuse Federal Block Grant-Primary Prevention	209,000
	Substance Abuse Prevention and Treatment-HIV/AIDS	70,470
	High Intensity Drug Trafficking Area Treatment Grant--Residential and Outpatient	109,069
Mental Retardation Programs	Grants for Infants and Toddlers with Disabilities	138,064
	Total Federal Grants	\$2,344,109

# Grant Funding Summary and Special Revenue Funds

**Addendum Table II**  
**Department of Human Services Federally Grant-Funded Programs**

FEDERAL GRANT	FY 2005 APPROVED BUDGET ESTIMATE
Welfare Administrative Cost	\$ 135,475
Welfare Income Maintenance Eligibility	1,891,915
Welfare Clerical Cost Pool	263,000
Welfare Refugee Assistance Resettlement	85,000
Welfare Adult Child Services	2,689,026
Welfare Aid to Dependent Children	60,060
Welfare TANF Foster Care	917,514
Welfare Adoption Subsidy	173,386
Welfare Purchased Services	592,442
Child Day Care Supplemental	2,173,500
Older Americans Act	147,559
Home Delivered Meals	76,569
Congregate Meals	60,628
In-Home Services to the Elderly	226,011
WIA Summer Youth Program	109,270
Head Start	1,740,860
Transitional Apartment Planning & Eviction Storage (CDBG)	197,000
Community Services Block Grant (CSBG\BASIC)	223,939
Virginia Refugee Resettlement Program (VRRP)	110,000
WIA Adult Training	311,755
WIA Dislocated Worker	141,065
Employment Services\VIEW Program	470,225
Foster Parent Training	116,489
Metro Regional	119,468
9-11 National Emergency	541,892
Title IV E Revenue Maximization	686,696
Reasonable/Necessary Revenue Maximization	1,145,643
Quality Enhancement	62,500
All other Federal grants (includes individual program grants under \$50,000)	189,107
Paths to Employment	145,500
Safe and Stable Families	51,552
Title V SCSEP	196,214
Total Federal Grants	\$16,051,260

## Community Development Block Grant (CDBG)

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In accordance with the Housing and Community Development Act of 1974 (Public Law 93-383, commonly known as the Community Development Block Grant), the City of Alexandria has received \$38,137,000 through FY 2005 to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income levels. The City's recommended FY 2005 allocation is \$1,499,000, a decrease of \$34,000, or 2.2 percent, as compared to FY 2004 (\$1,533,000).

The program outlined on the following page is the approved FY 2005 CDBG program. The approved FY 2005 program will be funded, in part, with CDBG funds and program income carried over from previous years.

For additional information on community development, housing assistance, and homeless prevention programs, refer to the Office of Housing and the Department of Human Services budgets in Section VIII of this document.

## Community Development Block Grant

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### I. COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2005

<u>CITY CDBG PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1976	\$1,735,000
2	1977	1,735,000
3	1978	1,735,000
4	1979	1,587,000
5	1980	1,550,000
6	1981	1,556,000
7	1982	1,497,000
8	1983	1,280,000
9	1984	1,207,000
10	1985	1,144,000
11	1986	1,134,000
12	1987	966,000
13	1988	970,000
14	1989	914,000
15	1990	950,000
16	1991	903,000
17	1992	1,009,000
18	1993	1,069,000
19	1994	1,077,000
20	1995	1,172,000
21	1996	1,302,000
22	1997	1,265,000
23	1998	1,237,000
24	1999	1,206,000
25	2000	1,213,000
26	2001	1,206,000
27	2002	1,245,000
28	2003	1,241,000
29	2004	1,533,000
30	2005	\$1,499,000
Total		\$38,137,000

## Community Development Block Grant

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### II. THIRTIETH YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2005 Approved)

#### Revenue Category

FY 2005 Funds Available CDBG	\$ 1,499,000
Carryover Funds (Prior Year CDBG Grant Funds)	231,692
FY 2005 Program Income	<u>33,168</u>
Total Program Revenues	<u>\$1,763,860</u>

#### Expenditure Category

A.	Homeownership Assistance Program	159,973	
	Home Rehabilitation Loan Program	1,024,071	
	Fair Housing Testing Program	47,386	
	Rental Accessibility Modification	104,040	
	Winter Shelter	20,000	
	Transitional Assistance Program	102,000	
	Eviction Assistance and Furniture	<u>75,000</u>	
	City-wide Programs Sub-Total		\$1,532,470
B.	Administration		
	Program Administration	215,230	
	Applications for Federal Programs	<u>16,160</u>	
			\$231,390
	Total Program Expenditures		<u>\$1,763,860</u>
	Net General Fund Budget for CDBG Programs		\$ 0



## Home Investment Partnership Program (HOME)

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The HOME program was created by the National Affordable Housing Act of 1990. The program's primary objective is to provide decent affordable housing to low income households through such activities as home rehabilitation, homebuyer assistance, and the construction or rehabilitation of rental housing, among others. Beginning in FY 2005, the program includes the new federal American Dream Downpayment Initiative signed into law in December 2003. Through City Fiscal Year 2005, the City has received HOME allocations totaling \$8,418,452.

What follows is a summary of all program allocations to the City of Alexandria by year, followed by the approved FY 2005 program summary. The approved FY 2005 program will be funded by HOME, City General Fund, other non-federal and program income monies, some of which are carried over from previous years.

### III. HOME INVESTMENT PARTNERSHIP PROGRAM FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2005

<u>CITY HOME PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1993	\$771,000
2	1994	510,000
3	1995	504,000
4	1996	534,000
5	1997	527,000
6	1998	520,000
7	1999	558,000
8	2000	602,000
9	2001	605,000
10	2002	672,000
11	2003	671,000
12	2004	909,647
13	2005	1,034,805
Total		\$8,418,452

## Home Investment Partnership Program

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### IV. THIRTEENTH YEAR Home Investment Partnerships Program (FY 2005 Approved)

#### Revenue Category

FY 2005 HOME Funds Available	\$ 1,034,805
FY 2005 City General Fund Match	152,564
FY 2005 Other Non-federal Match	67,019
Carryover Funds (Prior Year CDBG Grant Funds)	<u>945,045</u>
Total Program Revenues	<u>\$2,199,433</u>

#### Expenditure Category

A.	Homeownership Assistance Program	909,561	
	Home Rehabilitation Loan Program	448,500	
	Housing Opportunities Fund	<u>750,000</u>	
	City-wide Programs Sub-Total		\$2,108,061
B.	Administration		
	Program Administration	\$91,372	
	Total Program Expenditures		<u>\$2,199,433</u>
	Net General Fund Budget for HOME Programs	\$	0

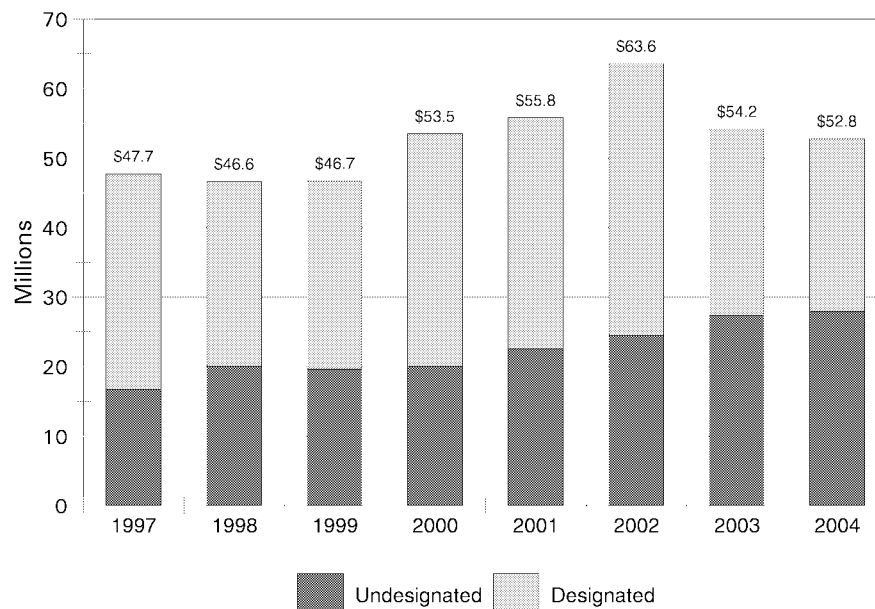
## Statement Of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance which represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

The graph below shows total actual unreserved and undesignated General Fund balance from FY 1997 through FY 2003, and projected fund balance at the close of FY 2004. As shown in the chart, after four years of increasing fund balance, in FY 2004 unreserved fund balance is projected to be at its lowest level since FY 1999. As proposed, the FY 2005 budget recommends use of a certain portion of fund balance for capital projects, in addition to pay-as-you-go capital funding. Projected unreserved fund balance (the total amount available for appropriation, regardless of designations) is projected to be \$52.8 million at June 30, 2004, which represents 13.1 percent of FY 2004 projected General Fund revenues. The City Council's adopted debt policies indicate that unreserved General Fund balance that is comparable to the ratio maintained by other double triple-A rated jurisdictions is desirable, but it is not to fall below 10 percent of General Fund revenues. In order to maintain the current level of undesignated fund balance into future years, the "pay-as-you-go" portion of capital projects will need to be funded largely out of current revenues in future years, rather than relying extensively on the one-time revenue source of fund balance to meet capital needs without additional borrowing.

The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document. The debt policies are followed by a Layperson's Guide to Fund Balance based on the report prepared by the Budget and Fiscal Affairs Advisory Committee.

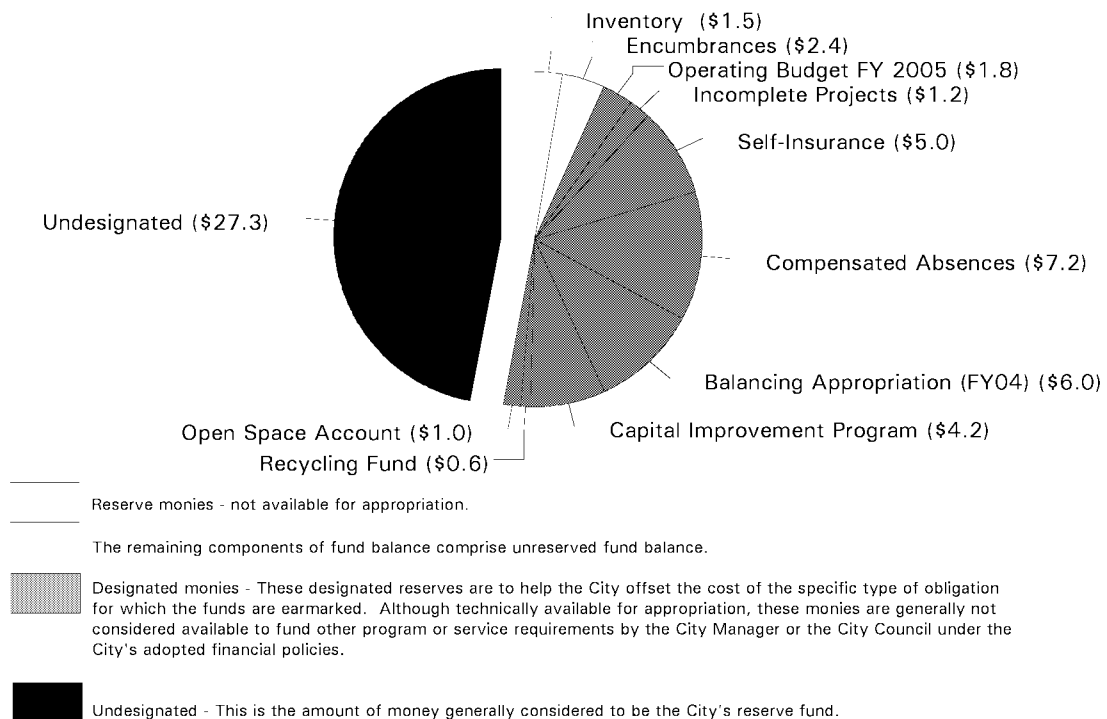
**Unreserved General Fund Balance**  
City of Alexandria



## City of Alexandria General Fund Fund Balance

This pie chart shows all of the component parts of General Fund balance (reserved, designated and undesignated) as of June 30, 2003.

### Fund Balance as of June 30, 2003 \$58.1 million



## Statement of Estimated General Fund Balance

City Council's debt related financial policies, originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, established a limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a lower limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. Designated fund balance are reserves funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the City's reserve fund. As with all monies in fund balance, it is a one-time source of revenue.

Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, unreserved General Fund fund balance included the following designated resources at June 30, 2003:

- \$6,000,000 appropriated in fiscal year 2003 to balance the fiscal year 2004 budget as approved by City Council;
- \$1,758,449 to help fund the FY 2005 operating budget. (The FY 2005 proposed budget shifts this to help fund FY 2005 capital projects proposed in the CIP);
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);
- \$7,208,635 to cover approximately 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (GASB) in June 1999;
- \$4,200,000 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP);
- \$564,323 designated to help fund the City's recycling program; and
- \$953,000 from the one cent designated from the June 2003 real estate tax payments to fund the acquisition of open space through the FY 2004 - 2009 Capital Improvement Program.
- \$1,184,951 for operating fund projects that were incomplete as of June 30, 2003.

## Statement of Estimated General Fund Balance

After accounting for these designations, undesignated General Fund fund balance at June 30, 2003 was \$27,324,498. The \$27.3 million in the undesignated fund balance was equal to 7.3 percent of FY 2003 actual General Fund revenues, compared with a floor of 4 percent and a target of 5.5 percent, as established by City Council's debt related financial policies. Unreserved fund balance as of June 30, 2003, of \$54.2 million was equal to 14.4 percent of FY 2003 actual General Fund revenues, compared with a City Council-established lower limit of 10 percent.

### Designations in the Approved Fiscal Year 2005 Budget

In the fiscal year 2005 operating budget, the City Council approved the following changes in designations:

- The cancellation of the designation from fund balance of \$1,758,449 for the FY 2005 operating budget and shift to the CIP;
- \$751,000 to fund Public Safety overhires related to possible retirements, turnover, and the timing of police and fire academy training;
- \$4,334,000 to balance the FY 2005 operating budget;
- \$72,489 as an incentive for departmental efficiency savings for future expenditures; and
- \$7,536,116 to fund capital projects contained in the FY 2005-2010 Capital Improvement Program, including a new designation of \$5,777,667, and a change in a previous designation of \$1,758,449 from operating budget funding support to CIP funding.

Based on projected revenues and expenditures in fiscal year 2004, the undesignated General Fund balance at June 30, 2004 is currently estimated to be \$27,892,859, or 6.9 percent of projected FY 2004 General Fund revenues; and the unreserved General Fund balance is estimated to be \$52,795,099, or 13.1 percent of projected General Fund revenues.

# Statement of Estimated Undesignated Fund Balance

## at June 30, 2004

Components: Unreserved Fund Balance			
(Note: columns 1 plus 2 equal total unreserved fund balance)			
	(1) Undesignated Fund Balance	(2) Designations	(3) Unreserved Fund Balance
Fund Balance as of June 30, 2003 (per Comprehensive Annual Financial Report)	\$27,324,498	\$26,869,358	\$54,193,856
Add to total fund balance the projected variance in General Fund revenues for FY 2004/*	11,301,517		11,301,517
Add to total fund balance the Police Department Equipment Replacement Fund efficiency reduction	202,000		202,000
Less: Expected expenditure of unreserved fund balance designated in FY 2003 for events occurring subsequent to June 30, 2003			
Capital projects designation		(4,200,000)	(4,200,000)
Incomplete Operating Fund Projects		(1,184,951)	(1,184,951)
FY 2004 balancing appropriation		(6,000,000)	(6,000,000)
Recycling Program designation		(564,323)	(564,323)
Open Space designation		(953,000)	(953,000)
Cancellation of previously planned operating budget designation	1,758,449	(1,758,449)	
Changes in Designations at June 30, 2004 (These changes in designations do not impact unreserved fund balance.)			
Less: Required balancing appropriation for the FY 2005 operating budget	(4,334,000)	4,334,000	
Less: Public Safety Overhire Designation	(751,000)	751,000	
Less: Efficiency Savings Account Designation	(72,489)	72,489	
Less: Recommended additional designation for capital projects contained in the FY 2005-FY 2010 Capital Improvement Program			
From FY 2004 (a)	(5,777,667)	5,777,667	
From FY 2003 (b)	(1,758,449)	1,758,449	
Sum of above changes to show Estimated Fund Balance at June 30, 2004	<u>\$27,892,859</u>	<u>\$24,902,240</u>	<u>\$52,795,099</u>
Estimated Fund Balance as % of FY 2004 General Fund Revenue	6.9%		13.1%
Target per financial policies	5.5%		10.0%

**Notes:**

/\* FY 2004 projected variance based on projected FY 2004 revenues (updated in April 2004) of \$401,513,103 less the FY 2004 Approved revenue budget of \$390,211,586, for a net positive variance of \$11,301,517.

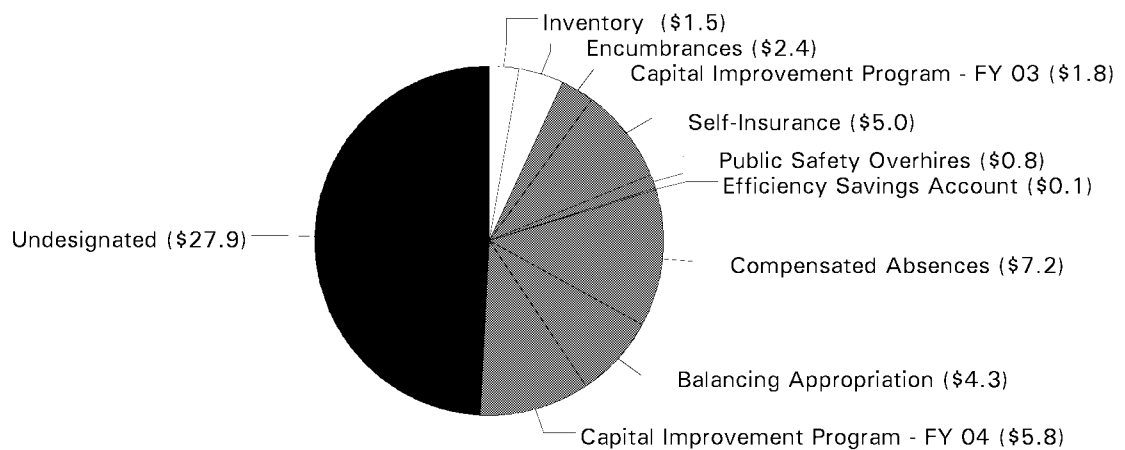
## City of Alexandria General Fund

### Estimated Fund Balance

This pie chart shows all of the component parts of the Statement of Estimated General Fund balance (reserved, designated and undesignated) as of June 30, 2004.

### Projected Fund Balance as of June 30, 2004

\$56.7 million



Reserve monies - not available for appropriation (estimated).

The remaining components of fund balance comprise unreserved fund balance.



Designated monies - These designated reserves are to help the City offset the cost of the specific type of obligation for which the funds are earmarked. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies.



Undesignated - This is the amount of money generally considered to be the City's reserve fund.



# Multi-Year Revenue and Expenditure Forecast Scenarios

## **REVENUE AND EXPENDITURE FORECAST SCENARIOS**

### **Three Scenarios using Low Growth, Mid-Growth & High Growth Revenue Assumptions**

The following three tables present revenue and expenditure forecasts for all funds in the City's operating budget, as requested by the Budget and Fiscal Affairs Advisory Committee and as required under the City Council's debt-related financial policies. These forecast scenarios are based on the sets of assumptions detailed below.

It is important to note that in years where the forecast scenario results in a negative variance between projected revenues and projected expenditures, the variance would have to be addressed, and each year's budget balanced, through a reduction in the planned level of expenditures, an increase in revenues (tax or fee increases or new revenue sources) or a combination of these methods. As a result, the cumulative shortfall in the out years of these forecasts will actually never occur.

The expenditure assumptions included in these scenarios remain constant in each of the scenarios, while the revenue assumptions vary. This approach illustrates the sensitivity of various surplus or deficit forecast scenarios depending on varying rates of revenue growth while maintaining current services and policies. In all scenarios, before individual category assumptions have been made, staff assumed a consumer price index (CPI) growth of 2.5 percent per year. It should be noted that the expenditure assumptions included in these scenarios are not meant to be an indication of any commitment to a particular level of planned expenditure increases in future years; rather, these assumptions are meant to illustrate the possible funding choices the City must make in future years in each revenue growth scenario.

The Mid-Range Forecast Scenario represents the most probable outcome of the three scenarios with regard to overall revenue and expenditure growth rates. However, with the many economic and policy variables that would influence revenues and expenditures in the FY 2005 to FY 2010 time period, the bottom line excess or shortfall amounts need to be considered as "order of magnitude" results that will change as the assumed economic and policy variables differ from these long-range projections.

The funding gap or surplus forecasts range from a negative \$37.7 million (low growth) to a positive \$79.3 million (high growth) in FY 2010. This represents only an 18% band in comparison to the total expenditure budget estimate in FY 2010. The mid-range forecast scenario shows a small surplus developing in the out-years. As a result, the conclusion that one can reach is that the City's budget is in structural balance and its fiscal policies are sustainable and will remain sound. However, careful financial management and sound policy decision making will be critical to keeping the City's finances sound over the long term.

## Multi-Year Revenue and Expenditures Forecast Scenarios

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### ALL SCENARIOS - EXPENDITURES

#### **EXPENDITURE ASSUMPTIONS:** (Assumptions remain constant for each revenue scenario)

- (1) FY 2005 expenditures reflect the Approved FY 2005 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2005-FY 2010 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2005-FY 2010 Capital Improvement Program document, which reflects cash capital appropriations to meet planned pay-as-you-go capital funding levels. These projections reflect the post-budget approval of the conversion of the \$2.5 million K-12 Education Contingent into cash capital on an on-going basis to fund the increased T.C. Williams construction budget for four years and then other capital projects in subsequent years. It should be noted that the CIP needs will likely be greater in the out-years of the CIP in comparison to the current six-year CIP plan.
- (3) Debt service expenditures: The projected expenditures from FY 2005-FY 2010 for debt service are consistent with the Proposed Capital Improvement Program, which reflects the issuance of \$156 million in additional new General Obligation debt: \$41.7 million in FY 2005, \$32.9 million in FY 2006, \$21.5 million in FY 2007, and \$59.9 million in FY 2008. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 4.5 percent.
- (4) Personnel expenditures --City and Schools:

In FY 2006-FY 2010, City personnel expenditures increase 4.6 percent annually, which is the result of providing funding for a step increase on the declining percentage pay plan for an estimated 75 percent of the City work force not at the maximum salary on the pay scales, a cost of living adjustment (approximately 2.0 percent) in each year, and increasing health insurance and retirement benefit costs. Staffing levels in each agency are projected to remain constant at FY 2005 levels.

School personnel expenditures: Schools personnel expenditures increase at the same rate as the City.

- (5) Non-Personnel expenditures --City and Schools:

- (a) City Non-personnel expenditures

In FY 2006-FY 2010, a 3 percent increase is assumed for non-personnel expenditures in all categories except cash capital, debt service, and transit subsidies, as noted below.

## Multi-Year Revenue and Expenditures Forecast Scenarios

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- Transit Subsidies in FY 2006 through FY 2010: Transit subsidies, included as part of City Non-Personnel expenditures on the following tables, are projected to increase by 10 percent each year based on past trends and increased capital and operating needs anticipated at WMATA and DASH due to ridership growth and aging infrastructures.

(b) Schools Non-personnel expenditures

In each year from FY 2005-FY 2010, Schools non-personnel expenditures are projected to increase at 3 percent, which is the same as City non-personnel increases.

## Multi-Year Revenue and Expenditures Forecast Scenarios

### ALL SCENARIOS - REVENUE

Three different scenarios of revenue growth for the period of FY 2006 through FY 2010 have been developed based on varying assumptions about future rates of growth for each of the revenue categories listed in the table below. Each scenario is based on FY 2005 approved tax and fee rates. All projected increases are generated by economic growth or the impact of inflation on goods and services that are taxed. The rate of growth assumed in each category for each scenario is shown below.

Revenue Category	Low Growth	Mid-Range Growth	High Growth
Real Estate Property	4%	6%	8%
Personal Property	3%	4%	6%
Penalties & Interest	0%	1%	2%
Local Sales	3%	4%	7%
Utility	2%	4%	6%
Business License	3%	7%	11%
Motor Vehicle License	1%	2%	3%
Recordation	4%	7%	10%
Tobacco	0%	0%	0%
Transient Lodging	3%	5%	10%
Restaurant Food	4%	6%	8%
Other Miscellaneous	1%	3%	4%
Intergovernmental	0%	4%	5%
Other Non-Tax Revenue	-2%	0%	2%
Other Special Revenue	3%	3%	3%
Equipment Replacement Fund	3%	3%	3%

## Low Growth Forecast Scenario

	FY 2005 Approved (1)	FY 2006 Forecast (2)	FY 2007 Forecast (3)	FY 2008 Forecast (4)	FY 2009 Forecast (5)	FY 2010 Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	228,514,300	237,654,700	247,160,900	257,047,300	267,329,200	278,022,400
4 Personal property tax	32,491,000	33,465,700	34,469,700	35,503,800	36,568,900	37,666,000
5 Penalties and interest	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
6						
7 Total general property tax revenue	262,505,300	272,620,400	283,130,600	294,051,100	305,398,100	317,188,400
8						
9 Other Local Tax Revenue	94,342,500	96,941,700	99,619,200	102,377,500	105,219,200	108,146,800
10						
11 Other Non-Tax Revenue	71,669,100	71,213,900	70,767,700	70,330,400	69,901,900	69,481,900
12						
13 Total General Fund Revenues	428,516,900	440,776,000	453,517,500	466,759,000	480,519,200	494,817,100
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance for Operating Budget	4,334,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
16						
17						
18						
19 Total General Fund revenues and other sources	432,850,900	444,776,000	457,517,500	470,759,000	484,519,200	498,817,100
20						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,361,900	0	0	0	0	0
23 Other Special Revenue (donations/charges)	81,757,800	84,210,600	86,736,900	89,339,000	92,019,100	94,779,700
24 New Sewer Fee Revenues	0	1,200,000	1,699,800	2,769,400	2,133,800	3,640,100
25 Equipment Replacement Fund	3,869,300	3,985,400	4,104,900	4,228,100	4,354,900	4,485,600
26						
27 Total Special Revenue & Other Funds	87,989,000	89,396,000	92,541,600	96,336,500	98,507,800	102,905,400
28						
29 Total Revenues, All Funds	520,839,900	534,172,000	550,059,100	567,095,500	583,027,000	601,722,500
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	189,112,600	197,811,800	206,911,200	216,429,100	226,384,800	236,798,500
34 City Non-personnel, including Transit	115,918,000	120,124,100	124,529,300	129,146,700	133,990,900	139,077,300
35 Debt service	22,876,400	26,100,700	28,754,900	30,704,400	34,209,200	32,481,900
36 Cash capital*	21,350,400	23,598,000	24,744,000	25,899,000	18,395,500	18,709,000
37						
38 Schools Personnel	144,741,700	151,399,800	158,364,200	165,648,900	173,268,800	181,239,100
39 Schools Non-personnel	26,840,800	27,646,000	28,475,400	29,329,600	30,209,500	31,115,800
40						
41 Total Expenditures	520,839,900	546,680,400	571,779,000	597,157,700	616,458,700	639,421,600
42						
43 Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	0	-12,508,400	-21,719,900	-30,062,200	-33,431,700	-37,699,100
44						
45 <b>Note: In reality, the projected deficits would not occur.</b>						
46 <b>Actions would be taken to reduce expenditures or increase revenues.</b>						
47						
48 <b>DEBT SERVICE INDICATORS</b>						
49						
50 Debt as a % of Real Property Assessed Value	0.9%	1.0%	0.9%	1.0%	0.9%	0.9%
51 Debt per capita as a % of per capita income	2.8%	2.9%	2.9%	3.3%	3.0%	2.8%
52 Debt Service as % of General Expenditures	4.4%	4.8%	5.0%	5.1%	5.5%	5.1%
53 Unreserved Fund Balance as a % of General Fund Revenue	13.1%	Not projected	Not projected	Not projected	Not projected	Not projected
54						
55 * Reflects post-budget revisions to the FY 2005 Approved Budget. For the purpose of long range forecasting, the \$2.5 million Education Aid Contingent is shown here as Cash Capital on an on-going basis.						
56 It was initially budgeted as a contingent.						

# Mid-Range Growth Forecast Scenario

City of Alexandria, Virginia FY 2005 Budget 4-79

Summary Tables  
MFR/RF 1

	FY 2005 Approved	FY 2006 Forecast	FY 2007 Forecast	FY 2008 Forecast	FY 2009 Forecast	FY 2010 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	228,514,300	242,225,000	256,758,500	272,164,000	288,493,900	305,803,500
4 Personal property tax	32,491,000	33,790,600	35,142,300	36,548,000	38,009,900	39,530,300
5 Penalties and interest	1,500,000	1,515,000	1,530,200	1,545,500	1,560,900	1,576,500
6						
7 Total general property tax revenue	262,505,300	277,530,600	293,431,000	310,257,500	328,064,700	346,910,300
8						
9 Other Local Tax Revenue	94,342,500	99,102,000	104,128,500	109,437,700	115,046,700	120,973,500
10						
11 Other Non-Tax Revenue	71,669,100	73,625,400	75,659,700	77,775,500	79,975,900	82,264,300
12						
13 Total General Fund Revenues	428,516,900	450,258,000	473,219,200	497,470,700	523,087,300	550,148,100
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	4,334,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
17						
18						
19 Total General Fund revenues and other	432,850,900	456,258,000	479,219,200	503,470,700	529,087,300	556,148,100
20 sources						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,361,900	0	0	0	0	0
23 Other Special Revenue (donations/charges)	81,757,800	84,210,600	86,736,900	89,339,000	92,019,100	94,779,700
24 New Sewer Fee Revenues	0	1,200,000	1,699,800	2,769,400	2,133,800	3,640,100
25 Equipment Replacement Fund	3,869,300	3,985,400	4,104,900	4,228,100	4,354,900	4,485,600
26						
27 Total Special Revenue & Other Funds	87,989,000	89,396,000	92,541,600	96,336,500	98,507,800	102,905,400
28						
29 Total Revenues, All Funds	520,839,900	545,654,000	571,760,800	599,807,200	627,595,100	659,053,500
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	189,112,600	197,811,800	206,911,200	216,429,100	226,384,800	236,798,500
34 City Non-personnel, including Transit	115,918,000	120,124,100	124,529,300	129,146,700	133,990,900	139,077,300
35 Debt service	22,876,400	26,100,700	28,754,900	30,704,400	34,209,200	32,481,900
36 Cash capital*	21,350,400	23,598,000	24,744,000	25,899,000	18,395,500	18,709,000
37						
38 Schools Personnel	144,741,700	151,399,800	158,364,200	165,648,900	173,268,800	181,239,100
39 Schools Non-personnel	26,840,800	27,646,000	28,475,400	29,329,600	30,209,500	31,115,800
40						
41 Total Expenditures	520,839,900	546,680,400	571,779,000	597,157,700	616,458,700	639,421,600
42						
43 Excess/(Shortfall) of Revenues and Other	0	-1,026,400	-18,200	2,649,500	11,136,400	19,631,900
44 Sources over Expenditures and Other Uses						
45 <b>Note: In reality, the projected deficits would not occur.</b>						
46 <b>Actions would be taken to reduce expenditures or increase revenues.</b>						
47						
48 <b>DEBT SERVICE INDICATORS</b>						
49						
50 Debt as a % of Real Property Assessed Value	0.9%	1.0%	0.9%	1.0%	0.9%	0.9%
51 Debt per capita as a % of per capita income	2.8%	2.9%	2.9%	3.3%	3.0%	2.8%
52 Debt Service as % of General Fund Estimated Expenditures	4.4%	4.8%	5.0%	5.1%	5.5%	5.1%
53 Unreserved Fund Balance as a % of General Fund Revenue	13.0%	Not projected	Not projected	Not projected	Not projected	Not projected
54						

\* Reflects post-budget revisions to the FY 2005 Approved Budget. For the purpose of long range forecasting, the \$2.5 million Education Aid Continent is shown here as Cash Capital on an on-going basis.  
It was initially budgeted as a contingent.

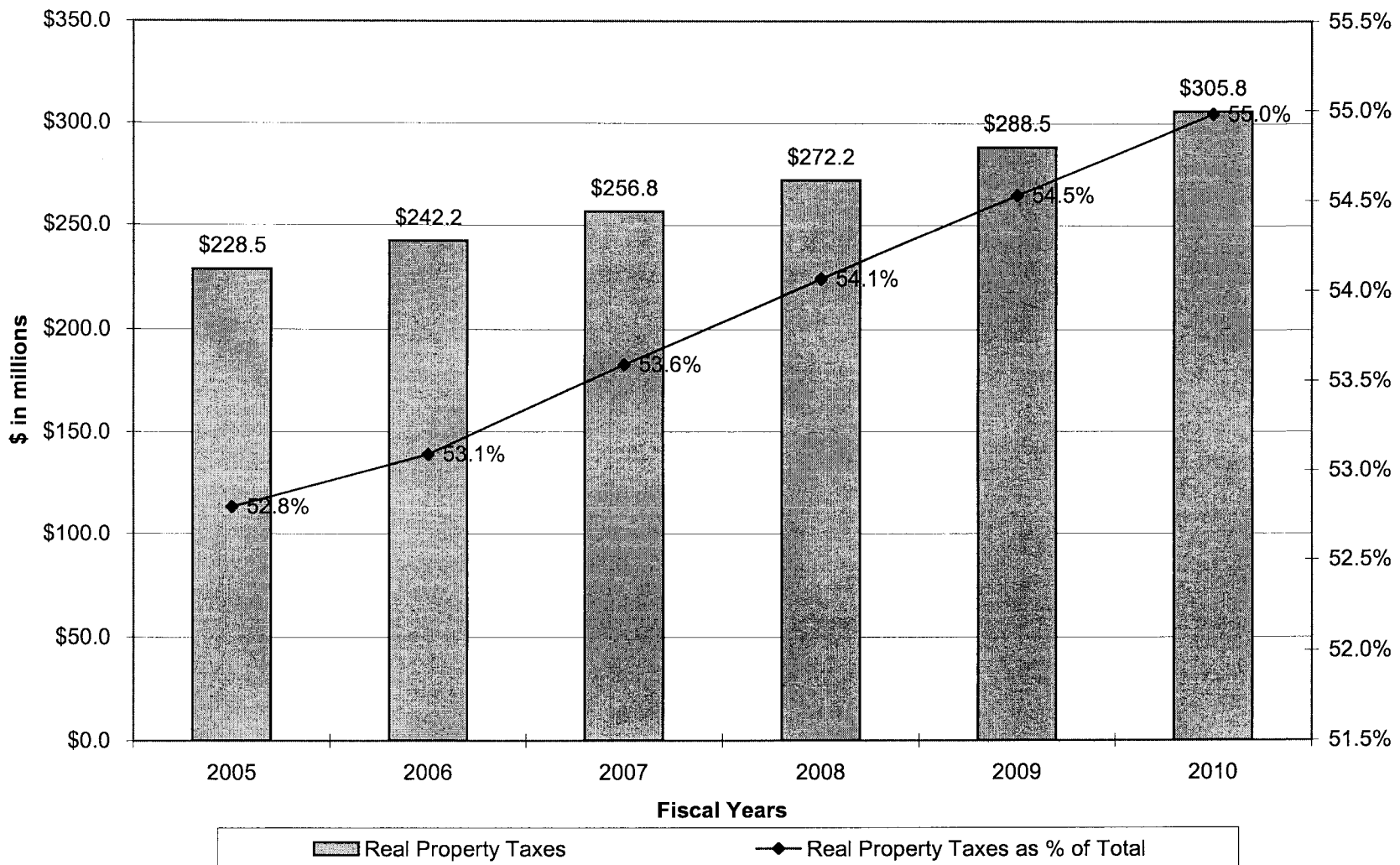
## High Growth Forecast Scenario

	FY 2005 Approved	FY 2006 Forecast	FY 2007 Forecast	FY 2008 Forecast	FY 2009 Forecast	FY 2010 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	228,514,300	246,795,300	266,538,900	287,862,000	310,891,000	335,762,300
4 Personal property tax	32,491,000	34,440,500	36,506,900	38,697,300	41,019,100	43,480,300
5 Penalties and interest	1,500,000	1,530,000	1,560,600	1,591,800	1,623,600	1,656,100
6						
7 Total general property tax revenue	262,505,300	282,765,800	304,606,400	328,151,100	353,533,700	380,898,700
8						
9 Other Local Tax Revenue	94,342,500	101,881,700	110,087,800	119,023,300	128,756,700	139,363,400
10						
11 Other Non-Tax Revenue	71,669,100	74,569,700	77,601,600	80,771,100	84,084,800	87,549,800
12						
13 Total General Fund Revenues	428,516,900	459,217,200	492,295,800	527,945,500	566,375,200	607,811,900
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	4,334,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
17						
18						
19 Total General Fund revenues and other	432,850,900	467,217,200	500,295,800	535,945,500	574,375,200	615,811,900
20 sources						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,361,900	0	0	0	0	0
23 Other Special Revenue (donations/charges)	81,757,800	84,210,600	86,736,900	89,339,000	92,019,100	94,779,700
24 New Sewer Fee Revenues	0	1,200,000	1,699,800	2,769,400	2,133,800	3,640,100
25 Equipment Replacement Fund	3,869,300	3,985,400	4,104,900	4,228,100	4,354,900	4,485,600
26						
27 Total Special Revenue & Other Funds	87,989,000	89,396,000	92,541,600	96,336,500	98,507,800	102,905,400
28						
29 Total Revenues, All Funds	520,839,900	556,613,200	592,837,400	632,282,000	672,883,000	718,717,300
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	189,112,600	197,811,800	206,911,200	216,429,100	226,384,800	236,798,500
34 City Non-personnel, including Transit	115,918,000	120,124,100	124,529,300	129,146,700	133,990,900	139,077,300
35 Debt service	22,876,400	26,100,700	28,754,900	30,704,400	34,209,200	32,481,900
36 Cash capital*	21,350,400	23,598,000	24,744,000	25,899,000	18,395,500	18,709,000
37						
38 Schools Personnel	144,741,700	151,399,800	158,364,200	165,648,900	173,268,800	181,239,100
39 Schools Non-personnel	26,840,800	27,646,000	28,475,400	29,329,600	30,209,500	31,115,800
40						
41 Total Expenditures	520,839,900	546,680,400	571,779,000	597,157,700	616,458,700	639,421,600
42						
43 Excess/(Shortfall) of Revenues and Other	0	9,932,800	21,058,400	35,124,300	56,424,300	79,295,700
44 Sources over Expenditures and Other Uses						
45						
46						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.9%	1.0%	0.9%	1.0%	0.9%	0.9%
51 Debt per capita as a % of per capita income	2.8%	2.9%	2.9%	3.3%	3.0%	2.8%
52 Debt Service as % of General Fund Estimated Expenditures	4.4%	4.8%	5.0%	5.1%	5.5%	5.1%
53 Unreserved Fund Balance as a % of General Fund Revenue	13.0%	Not projected	Not projected	Not projected	Not projected	Not projected
54						

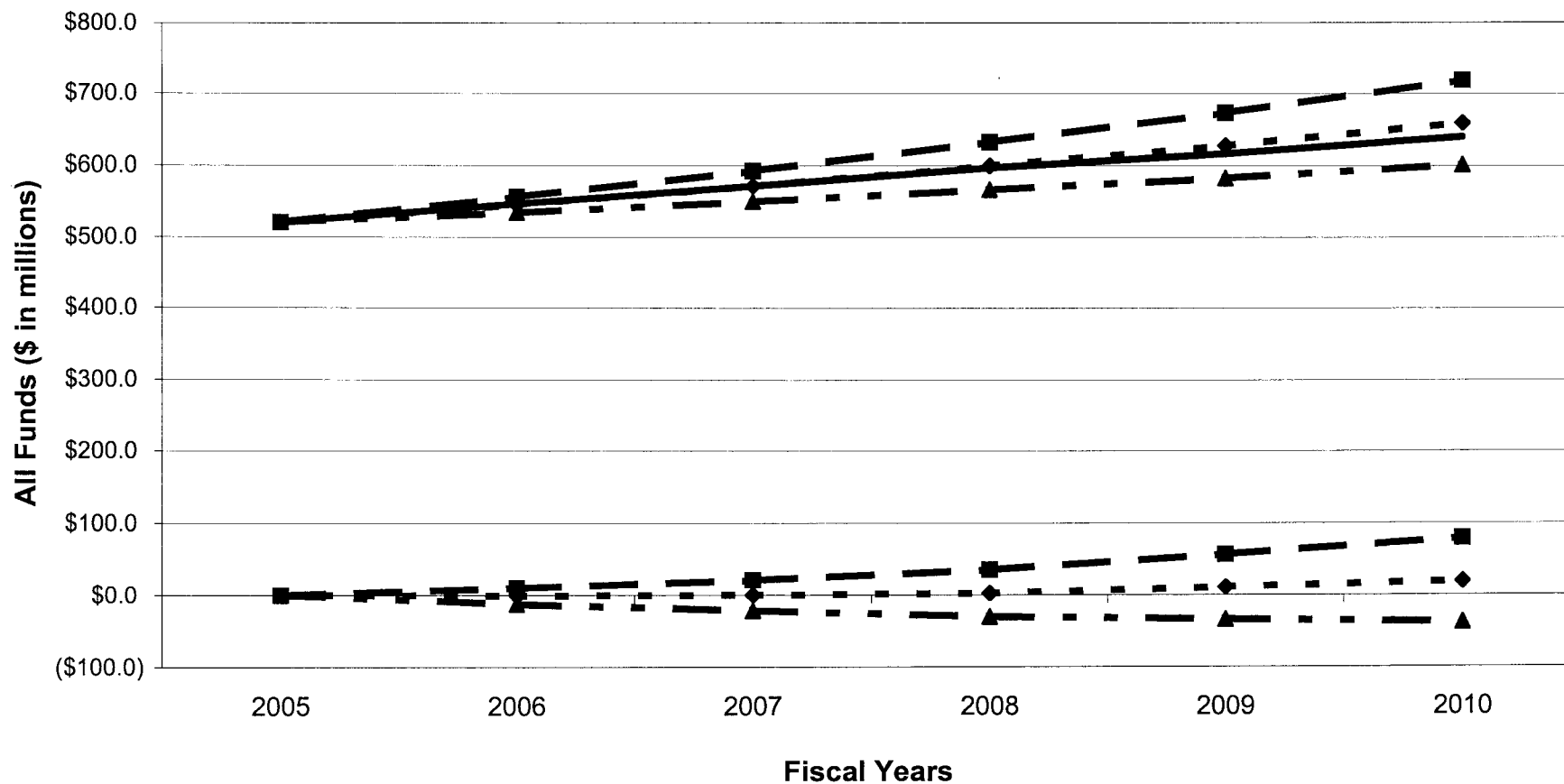
\* Reflects post-budget revisions to the FY 2005 Approved Budget. For the purpose of long range forecasting, the \$2.5 million Education Aid Contingent is shown here as Cash Capital on an on-going basis.  
It was initially budgeted as a contingent.



### Real Property Tax Revenues in Mid Range Scenario (Assumes 6% Growth)

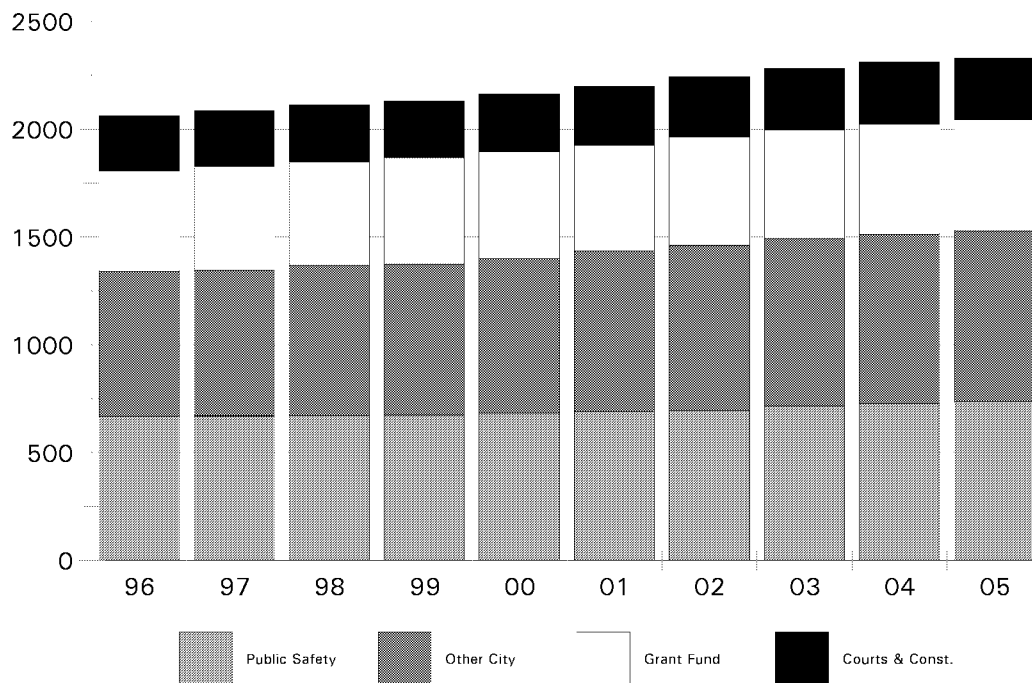


## Long Range Forecast Scenarios



# Personnel Summary

## CHANGES IN FULL-TIME POSITIONS FY 1996 - FY 2005



## General Salary Adjustment History

The table below shows the General Salary Adjustments granted to City employees from FY 1985 through FY 2005, along with the previous calendar years' inflation rates. The General Salary Adjustments include cost of living (COLA) adjustments given to City employees. The salary adjustments below do not include merit adjustments, which are based on employee performance.

Fiscal Year	General Salary Adjustments	Inflation Rate <sup>/A</sup> (for previous calendar year)
1985	5.0	4.8 (1984)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990 - Dec. 31, 1990) 0.5 (Jan. 1, 1991 - June 30, 1991) <sup>/B</sup>	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997 - Dec. 31, 1997) 3.0 (Jan. 1, 1998 - June 30, 1998) <sup>/C</sup>	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.3 (2000)
2002	3.0	2.0 (2001)
2003	2.5	3.6 (2002)
2004	2.0	1.9 (2003) <sup>/D</sup>
2005	2.0	

/A Source: National Consumer Price Index, all Urban Consumers for the Washington-Baltimore, DC-MD-VA-WV region (CPI-U-DC) 1996 = 100, Bureau of Labor Statistics, U.S. Department of Labor, average to average annual rate. The inflation data have been revised from previously published documents to show the CPI-U-DC, a regional measure of inflation, consistent with the inflation measure called for in the City's Compensation Philosophy.

/B In FY 1991, City Council approved a three percent general salary adjustment effective from July 1, 1990 to December 31, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25 percent.

/C In FY 1998, City Council approved a two percent general salary adjustment (COLA) effective July 1, 1997, plus a three percent market rate adjustment effective on January 1, 1998. City Council approved the market rate adjustment based on the results of a consultant survey that documented some City classifications were below market comparators.

/D Date shown is the March 2003 to March 2004 annual rate, the latest available at the time of budget approval.

Changes in Full-Time Positions  
Five Year Summary  
(FY 2001 - FY 2005)

	2001	2002	2003	2004	2005	
• <u>Public Safety Departments</u>						
Fire	268	276	284	287	293	/1
Police	<u>420</u>	<u>420</u>	<u>430</u>	<u>440</u>	<u>443</u>	/2
<b>Sub-total Public Safety</b>	<b><u>688</u></b>	<b><u>696</u></b>	<b><u>714</u></b>	<b><u>727</u></b>	<b><u>736</u></b>	
• <u>Other City-Funded Departments and Agencies</u>						
Citizen Assistance	8	7	7	7	7	
City Attorney	14	15	15	15	15	
City Council and Administrative Aides	14	14	14	14	14	
City Clerk	3	3	3	3	3	
City Manager	15	16	16	16	16	
Finance	86	87	92	91	92	/3
General Services	74	72	73	73	73	
Health	6	7	7	6	8	/4
Historic Alexandria	16	16	17	17	17	
Human Rights	4	4	5	5	5	
Information Technology Services	53	54	56	57	57	
Internal Audit	2	2	2	2	2	
Library	49	53	52	52	54	/5
Management and Budget	11	11	10	10	10	
Office on Women	18	18	18	19	19	
Personnel Services	20	20	21	22	22	
Planning and Zoning	27	33	35	35	37	/6
Real Estate Assessments	11	11	11	12	12	
Recreation, Parks and Cultural Activities	123	127	128	128	133	/7
Transportation & Environmental Services	<u>191</u>	<u>195</u>	<u>195</u>	<u>199</u>	<u>189</u>	/8
<b>Sub-total Other City-Funded</b>	<b><u>745</u></b>	<b><u>765</u></b>	<b><u>777</u></b>	<b><u>783</u></b>	<b><u>785</u></b>	

## Changes in Full-Time Positions (continued)

	2001	2002	2003	2004	2005	
• <u>Predominantly Grant-Funded Departments</u>						
Housing	20	20	20	20	20	
Human Services	215	223	230	234	235	/9
Mental Health, Mental Retardation & Substance Abuse	<u>258</u>	<u>261</u>	<u>255</u>	<u>257</u>	<u>262</u>	/10
<b>Sub-total Grant Funded Departments</b>	<b><u>493</u></b>	<b><u>504</u></b>	<b><u>505</u></b>	<b><u>511</u></b>	<b><u>517</u></b>	
• Courts & Constitutional Officers						
Circuit Court	13	13	13	13	13	
Clerk of Courts	21	21	21	22	22	
Commonwealth's Attorney	27	29	30	30	28	/11
Court Service Unit	8	8	8	8	8	
Law Library	1	1	1	1	1	
Registrar of Voters	4	4	4	4	4	
Sheriff	<u>201</u>	<u>202</u>	<u>211</u>	<u>211</u>	<u>212</u>	/12
<b>Sub-total Courts &amp; Constitutional Officers</b>	<b><u>275</u></b>	<b><u>278</u></b>	<b><u>288</u></b>	<b><u>289</u></b>	<b><u>288</u></b>	
<b>TOTAL CITY EMPLOYEES</b>	<b><u>2,201</u></b>	<b><u>2,243</u></b>	<b><u>2,284</u></b>	<b><u>2,310</u></b>	<b><u>2,326</u></b>	
• School Employees						
Schools	<u>2,010</u>	<u>2,091</u>	<u>2,098</u>	<u>2,079</u>	<u>2,078</u>	/13
<b>GRAND TOTAL</b>	<b><u>4,211</u></b>	<b><u>4,334</u></b>	<b><u>4,382</u></b>	<b><u>4,389</u></b>	<b><u>4,404</u></b>	

### FY 2005 Notes:

- /1 - Reflects the approved supplementals of adding 4 Emergency Rescue Technicians (ERTs) to increase the number of Advanced Life Support (ALS) providers available to staff each of the five medic units more frequently; one Information Technology Coordinator for the Fire Information Technology Division; and one Mechanical/Plumbing Engineer to maintain published plan review turn-around time.

## Changes in Full-Time Positions (continued)

- /2 - Includes the approved supplementals of 2 Motorcycle Officers to handle additional traffic volume within the City; and one Security Manager to ensure the parking, space and security needs of the department are met.
- /3 - Reflects the approved supplemental of a Benefits Specialist position to provide assistance with the administration of the City's pension programs.
- /4 - Reflects 2.0 FTE approved positions concerning the Mosquitoborne Illness Prevention Program from contractor-provided to City staff provided.
- /5 - Reflects the approved addition of one Librarian I and one Library Assistant I due to the renovation and expansion of the Duncan Library.
- /6 - Includes the approved supplementals for a Neighborhood Planner II in the Neighborhood Planning and Community Development Division, and a Sr. Planning Technician in the GIS Division to handle increased demands for planning activities.
- /7 - Reflects approved supplementals for a full-time Naturalist at the expanded Buddie Ford Nature Center, a full-time Center Director and a full-time custodian at the Durant Center, and a full-time clerical position for the Recreation Department Training Institute. Also, reflects an Open Space Coordinator approved through the add/delete process.
- /8 - Reflects the elimination of 12 positions (7 Equipment Operators and 5 Refuse Collectors) in the Recycling Program. Reflects the approved addition of one Solid Waste Planner position in the Solid Waste Division for program planning and coordination of commercial recycling. Also reflects a Pedestrian and Bicycling Alternative Transportation Coordinator approved through the add/delete process.
- /9 - Reflects the approved supplemental of one Secretary II to assist with the increasing caseload and State reporting requirements of the Alexandria Community Policy Management Team (ACPMT).
- /10 - Reflects the approved supplemental request to add 6 full-time positions to provide 24 hour/7 day a week coverage at the Safe Haven Program, and the elimination of one Management Analyst position in the Quality Improvement section.
- /11 - Reflects the elimination of two full-time grant funded employees due to the elimination of the Community Prosecution Grant, which is allowable for a period of 36 months only for any given jurisdiction.
- /12 - Reflects the approved addition of one new Deputy Sheriff as an instructor at the Northern Virginia Criminal Justice Training Academy, as required by a regional agreement with the Academy.
- /13 - Reflects the Adopted Alexandria City Public Schools budgeted positions.



## Summary of Full-Time Position Changes Approved

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### Agencies with a reduction in Full-time Positions

Transportation and Environmental Services	-12	Reflects the elimination of 12 positions (7 Equipment Operators and 5 Refuse Collectors) in the Recycling Program.
Mental Health, Mental Retardation & Substance Abuse	-1	Reflects the elimination of one Management Analyst position in the Quality Improvement section.
Commonwealth's Attorney	-2	Reflects the elimination of two full-time grant funded positions due to the ending of the Community Prosecution Grant, which was funded by the federal government for 36 months only.
<b>SUBTOTAL, NET REDUCTIONS</b>	<b>-15</b>	

### Approved New Positions

Fire	6	Reflects the approved supplementals of adding four Emergency Rescue Technicians (ERTs) to increase the number of Advanced Life Support (ALS) providers available to staff each of the City's five medic units; one Management Analyst for the Fire Information Technology Division; and one Mechanical/Plumbing Engineer to maintain published plan review turn-around time.
Police	3	Reflects the approved supplementals of adding two Motorcycle Officers to handle additional traffic volume within the City; and one Security Manager to ensure the security needs of the department are met.
Finance	1	Reflects the approved supplemental of a Benefits Specialist position to provide assistance with the administration of the City's pension programs.
Health	2	Reflects 2.0 FTE approved positions concerning the Mosquitoborne Illness Prevention Program from contractor-provided to City staff provided.

## Summary of Full-Time Position Changes Approved

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### Approved New Positions, continued

Library	2	Reflects the approved addition of one Librarian I and one Library Assistant I due to the renovation and expansion of the Duncan Library.
Recreation, Parks and Cultural Activities	5	Reflects the approved supplementals of one full-time Center Director and one full-time custodian at the expanded Durant Center, a Naturalist at the Buddie Ford Nature Center and a clerical position to assist with the administration of the department and the new Recreation Institute. In addition, Council added an Open Space Coordinator through the add/delete process.
Planning and Zoning	2	Reflects the approved supplementals of adding a Neighborhood Planner II in the Neighborhood Planning and Community Development Division to help provide neighborhood outreach efforts and a Senior Planning Technician in the GIS Division to help produce maps and various GIS graphics.
Transportation and Environmental Services	2	Reflects the approved addition of one position in the Solid Waste Division for program planning and coordination of commercial recycling. Also reflects the approved addition of a Pedestrian Bicycling Coordinator through the add/delete process.
Human Services	1	Reflects the approved supplemental of one Secretary II to assist with the increasing caseload and State reporting requirements of the Alexandria Community Policy Management Team (ACPMT).

## Summary of Full-Time Position Changes Approved

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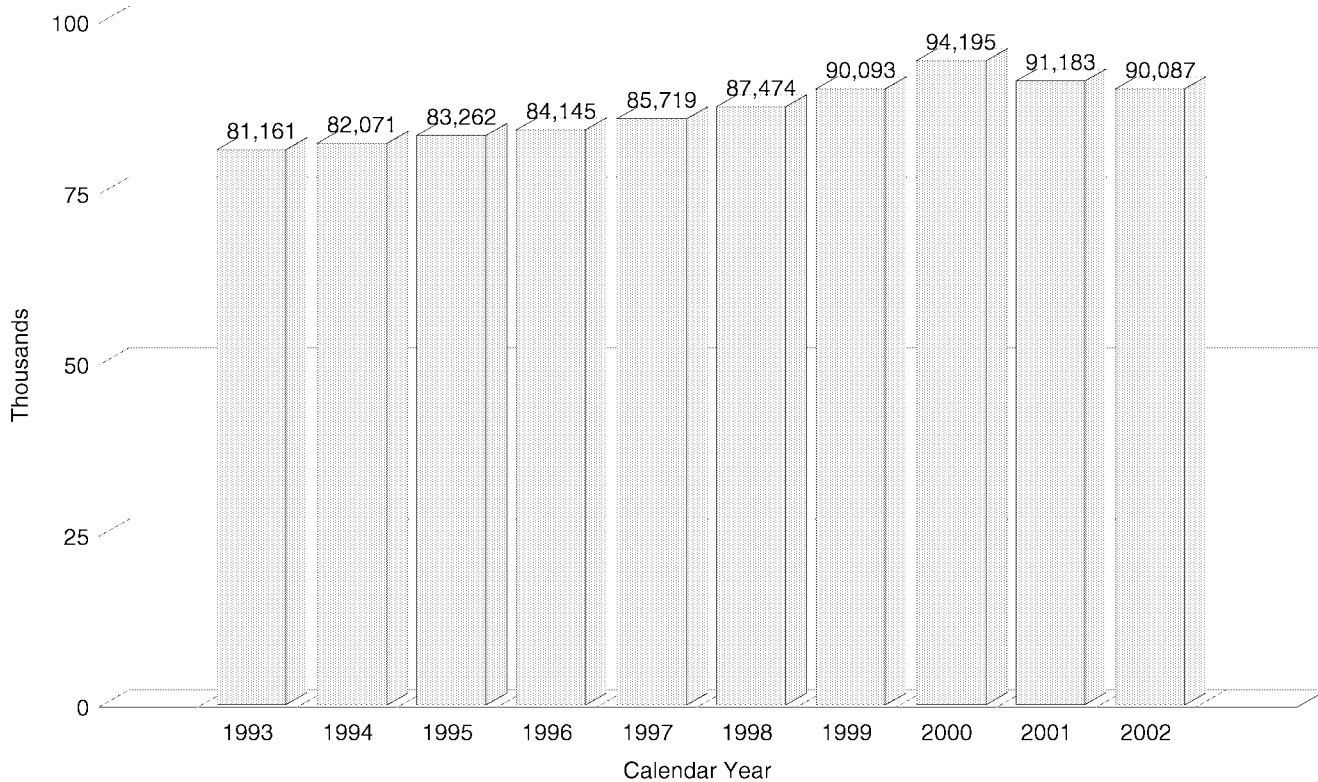
### Approved New Positions, continued

Mental Health, Mental Retardation & Substance Abuse	6	Reflects the approved addition of six full-time positions to provide 24 hour/ 7day a week coverage at the Safe Haven Program.
Sheriff	1	Reflects the approved addition of one Deputy Sheriff as an instructor at the Northern Virginia Criminal Justice Training Academy, as required by a regional agreement with the Academy.
SUBTOTAL, NET NEWLY CREATED POSITIONS	31	
GRAND TOTAL, CHANGE IN FULL-TIME POSITION COUNT (City positions only - no Schools)	16	

## Employment

### PERSONS EMPLOYED AT JOB SITES IN ALEXANDRIA

Fourth Quarter Average Employment



Source: Virginia Employment Commission

Note: Fourth quarter data for 2003 will not be available until July 2004.

This graph represents the number of residents and non-residents employed at job sites in Alexandria. These job sites are in all types of industries, and include all employers participating in the Virginia Unemployment Compensation Program. The Virginia Unemployment Compensation Program covers approximately 95 percent of all employers, excluding only a narrow set of employment categories, such as self-employed persons and elected officials.

City of Alexandria, Virginia

# FY 2005 OPERATING BUDGET

# Legislative and Executive

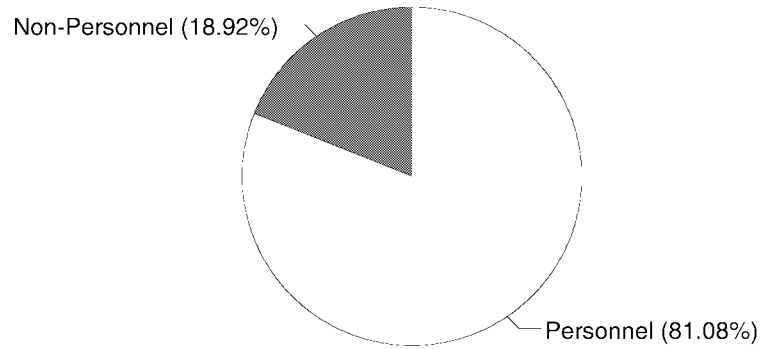
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City Council  
City Manager  
City Attorney  
City Clerk and Clerk of Council

# CITY COUNCIL

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## FY 2005 Approved Expenditures by Type



## CITY COUNCIL

301 King Street, Room 2300 • Alexandria, VA 22314 • 703.838.4930  
The Honorable William D. Euille, Mayor • alexvamayor@aol.com

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The City of Alexandria operates under the Council-Manager form of government. The elected City Council exercises all legislative authority and responsibility, while administrative authority is vested in the City Manager, who is appointed by the City Council.

The City Council determines policy by adopting ordinances and resolutions, appropriating monies, and exercising other essential legislative duties. The City Council is comprised of a Mayor and six Council Members elected at-large by the voters of Alexandria for a term of three years. The Mayor is elected by separate ballot, presides over meetings of the Council, and serves as the ceremonial head of government. Compensation levels for the Mayor and members of Council are defined in Section 2-1-4 of the City Code.

Council determines the needs to be addressed and the degree of service to be provided by the administrative branch of the City government. Under the City Charter, the Council has power to: determine policy in the fields of planning, traffic, law and order, public works, finance, social services and recreation; appoint and remove the City Manager, City Clerk and the City Attorney; adopt the budget, levy taxes, collect revenues and make appropriations; authorize the issuance of bonds by a bond ordinance; and appoint members of the Planning Commission and other City authorities, boards, commissions and committees.

Legislative meetings of City Council are held on the second and fourth Tuesdays of each month from September through June at 7:00 p.m. in Council Chambers, located on the second floor in City Hall. Public hearings are generally held on the Saturday following the second Tuesday of each month at 9:30 a.m. During July and August, Council is in recess.

The City of Alexandria has a strong commitment to citizen participation as evidenced by the number of citizen boards and commissions established by City Council. These bodies comprise a formal system through which citizens can advise City Council on all major issues affecting the City. Boards and commissions are responsible to City Council and appointments are made by Council at legislative meetings. Board and Commission position vacancies are advertised in local newspapers, on cable television and through civic associations. A listing of the current Boards and Commissions appears in the following Addendum Table.



## CITY COUNCIL

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	339,782	439,011	424,373	435,039
NON-PERSONNEL	78,460	106,990	101,530	101,530
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>418,242</u>	<u>546,001</u>	<u>525,903</u>	<u>536,569</u>
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>418,242</u>	<u>546,001</u>	<u>525,903</u>	<u>536,569</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED {1.7%}

FULL-TIME POSITIONS*	14.0	14.0	14.0	14.0
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\* The 14 positions reflected in these totals include the City Council's Administrative Aides. These positions are classified as permanent part-time positions.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for City Council reflects a decrease of \$20,098, or 3.7 percent, as compared to the Approved FY 2004 General Fund budget.
- The decrease in proposed personnel costs is attributable to lower than previously budgeted health and benefit costs for all Council Aides and City Council, which is partially offset by the increase in City Council salaries (per ordinance passed on November 16, 2002, docket item #11).
- Total proposed non-personnel expenditures in the amount of \$101,530 represent a \$5,460, or 5.1 percent, decrease from FY 2004. This decrease is attributable to the efficiency reductions in the amount of \$5,460.

### City Council Approved

- The Approved FY 2005 General Fund budget for the City Council reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- No vacancy factor was applied to this department.
- Efficiency based expenditure reductions totaled \$5,460.

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## WORK SESSION NOTES AND COMMENTS

# CITY COUNCIL

## Addendum Table Boards and Commissions

### Alexandria Boards and Commissions

Ad Hoc Preschool Task Force  
Affordable Housing Advisory Committee  
Alexandria-Caen Exchange Committee  
Alexandria-Gyumri Sister City Committee  
Alexandria Woodrow Wilson Bridge Neighborhood Task Force  
Archaeological Commission  
Architectural Review/Old and Historic District  
Architectural Review/Parker-Gray District  
Beautification Commission  
Board of Zoning Appeals  
Budget and Fiscal Affairs Advisory Committee  
Building Code Board of Appeals  
Carr/Norfolk Southern (Carlyle) Design Review Board  
Commission for the Arts  
Commission for Women  
Commission on Aging  
Commission on Employment  
Commission on HIV/AIDS  
Commission on Information Technology  
Commission on Persons With Disabilities  
Community Criminal Justice Board  
Community Policy and Management Team  
Community Services Board  
Consumer Affairs Commission  
Early Childhood Commission  
Economic Opportunities Commission  
Emergency Medical Services Council  
Environmental Policy Commission  
Fair Housing Testing Program Advisory Committee  
George Washington Birthday Celebration Committee  
Historic Alexandria Resources Commission  
Historical Restoration and Preservation Commission  
Human Rights Commission  
Industrial Development Authority  
Landlord-Tenant Relations Board  
Law Library Board  
Library Board  
Local Emergency Planning Committee  
Martin Luther King, Jr. Work Group  
Park and Recreation Commission  
Planning Commission  
Potomac Yard Design Advisory Committee  
Public Health Advisory Commission  
Public Records Advisory Commission  
Real Estate Assessments Review Board  
Redevelopment and Housing Authority Board of Commissioners  
Sanitation Authority  
Sister Cities Committee  
Social Services Advisory Board  
Traffic and Parking Board

### Alexandria Boards and Commissions, continued

Transportation Safety Commission  
Urban Design Advisory Committee  
USS Alexandria Liaison Committee  
Waterfront Committee  
Youth Policy Commission

### Regional Boards and Commissions with Alexandria Representation

Council of Government Chesapeake Bay Policy Committee  
Council of Government Environment and Public Works Directors Committee  
Council of Government Metropolitan Development Policy Committee  
District Home Board  
Health Systems Agency of Northern Virginia  
Juvenile Detention Commission for Northern Virginia  
Metropolitan Washington Council of Governments  
Northern Virginia Community College Board  
Northern Virginia Regional Commission  
Northern Virginia Regional Park Authority  
Northern Virginia Transportation Commission  
Northern Virginia Transportation Coordinating Council's Citizens Advisory Committee  
Occoquan Basin Committee  
Regional Sanitation Advisory Board  
Smoke Control Appeals Board  
Washington Metropolitan Area Transit Authority

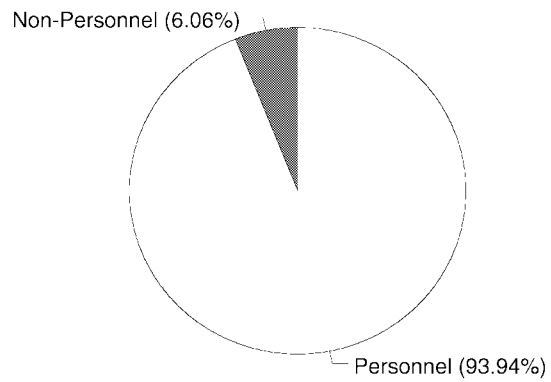
### Public-Private Partnership Boards

Alexandria Convention and Visitors Association Board of Governors  
Alexandria Economic Development Partnership Board

# CITY MANAGER

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## FY 2005 Approved Expenditures by Type



## CITY MANAGER

City Hall • 301 King Street, Room 3500 • Alexandria, VA 22314 • 703.838.4300  
Philip Sunderland, City Manager • phil.sunderland@alexandriava.gov

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To plan, organize, direct and coordinate all activities of the City government according to the policy directives of the City Council.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,313,184	1,720,080	1,765,956	1,821,503
NON-PERSONNEL	103,716	136,131	117,569	117,569
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,416,900</u>	<u>1,856,211</u>	<u>1,883,525</u>	<u>1,939,072</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,416,900</u>	<u>1,856,211</u>	<u>1,883,525</u>	<u>1,939,072</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 4.5%				
FULL-TIME POSITIONS	16.0	16.0	16.0	16.0

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the City Manager's Office reflects an increase of \$27,314, or 1.5 percent, as compared to the Approved FY 2004 General Fund budget.
- The FY 2005 General Fund budget for this agency reflects funding for the personnel and non-personnel costs for the following City functions: Legislative Liaison, Public Information, Organizational Development and Special City Projects, as well as the costs associated with the agency's overall administration of the City government.
- The increase in personnel costs is attributable to the cost of employee merit adjustments in FY 2005. Personnel costs have been partially reduced by the application of a two percent vacancy factor.
- The proposed non-personnel expenditures, in the amount of \$117,569 reflect a decrease of \$18,562, or 13.6 percent, as compared to the Approved FY 2004 budget. This decrease is attributable to efficiency reductions in the amount of \$18,562.

## CITY MANAGER

### City Council Approved

- The Approved FY 2005 General Fund budget for the City Manager's Office reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$35,625, or 2.0 percent, was taken from the personnel budget.
  - Efficiency based expenditure reductions totaled \$18,562.
- 

## DEPARTMENT DETAIL

The City Manager is appointed by the City Council to be the chief administrative officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of, and submits to the City Council, the annual operating and capital budgets, an annual report and other such periodic financial and administrative reports as may be required. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial and school positions.

The Administration staff oversees the preparation and review of all City Council docket items, requests and retreat materials, serves as a liaison with City departments and with other governmental entities receiving funding from the City, but not reporting to the City Manager, and generally administers the City government.

The Public Information staff provides timely information about City government programs, services, activities and issues to the media and public. The Public Information staff uses a variety of communication tools including news releases, the City's web site, the City's cable TV channel, newsletters and e-mail. The staff also responds to media inquiries, coordinates the City's emergency communications and employee communications, assists other departments with communications and media relations, and organizes publicity plans for major City activities such as Days of Remembrance and the City's Annual Birthday Celebration.

The Legislative Liaison function prepares, in consultation with the City Manager, the City's annual legislative package for consideration by the City Council, advocates on legislative items of concern to the City during the General Assembly session, and monitors State and federal legislative activities so that appropriate action can be taken to advocate and safeguard the City's interests.

The Special Projects function undertakes, assists with, or oversees projects of particular importance to the City. Some of these projects are completed quickly while others are lengthy in nature. To date these projects have included the Woodrow Wilson Bridge

## CITY MANAGER

### DEPARTMENT DETAIL

replacement project, the Braddock Road redevelopment project, the Eisenhower Avenue-to-Duke-Street Connector project, the Samuel Madden Homes redevelopment project, the Capital Development Foundation, and Safety and Security plans for City Hall and other City facilities.

The Organizational Development function is a newly established function that is intended to be a change agent within City Government, facilitating changes that are designed to increase the government's overall effectiveness, aligning workplace units and employees' behavior with the mission and values of the City, and enhancing the effectiveness of all employees.

The Business Facilitator, which is a newly created position, will serve as the City's principal liaison assisting small and medium-sized businesses in their regulatory and tax interactions with the City of Alexandria government.

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#### INDICATORS AND MEASURES

OBJECTIVE: To represent the City's interests at the State level.

	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of items supported or opposed in City's Legislative package	42	20	35	30
Number of items from Legislative package approved or carried over by the General Assembly*	25	10	18	15
Number of General Assembly bills reviewed for impact to the City	2,907	2,826	2,900	2,825
Number of General Assembly bills on which the City took a position **	89	97	100	100
Number of these bills on which the City's position prevailed	63	59	60	60
Number of bills on which the City's position did not prevail	26	38	40	40

\* It should be noted that the number of legislative package items receiving favorable treatment by the General Assembly is not directly attributable to the City's Legislative Director. The outcome of the City's legislative proposals is more dependent upon how the majority of legislators from the entire State view the proposals.

\*\* The City actually took a position on a greater number of bills than this figure represents. To the extent possible, however, duplicate or amended bills were only counted once. In addition, some of the bills on which the City took a position were significantly modified before they were passed and are not included in these statistics.

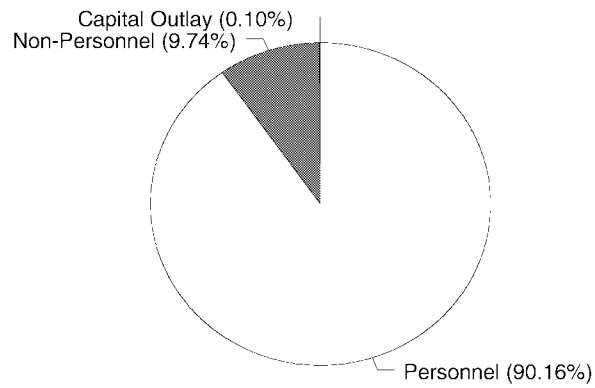
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### WORK SESSION NOTES AND COMMENTS

# CITY ATTORNEY

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## FY 2005 Approved Expenditures by Type



## CITY ATTORNEY

301 King Street, Room 1300 • Alexandria, VA 22314 • 703.838.4433  
Ignacio Pessoa, City Attorney • ignacio.pessoa@alexandriava.gov

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**GOAL, FUNCTIONS & RESPONSIBILITIES:** To provide timely and effective legal counsel to the City Council, the City Manager, and all departments, agencies, boards and commissions of the City; to represent the City and its officers and employees in general civil litigation; to prosecute successfully civil violations of City ordinances, nuisance abatement actions, and delinquent tax collection cases; to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents; to manage and reduce the liability risk and exposure incidents impacting City programs and operations, and to administer efficiently the City's insurance programs.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,138,052	1,310,195	1,316,846	1,358,232
NON-PERSONNEL	707,470	154,373	146,673	146,673
CAPITAL GOODS OUTLAY	<u>1,983</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
TOTAL EXPENDITURES	<u>1,847,505</u>	<u>1,466,068</u>	<u>1,465,019</u>	<u>1,506,405</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,847,505</u>	<u>1,466,068</u>	<u>1,465,019</u>	<u>1,506,405</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 2.8%				
FULL-TIME POSITIONS	15.0	15.0	15.0	15.0

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the City Attorney's Office reflects a decrease of \$1,049, or less than one percent, as compared to the Approved FY 2004 General Fund Budget.
- The proposed budget for this agency reflects funding to maintain current service levels.

### City Council Approved

- The Approved FY 2005 General Fund budget for City Attorney's Office reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$9,264, or 0.7 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$14,700.



## CITY ATTORNEY

### DEPARTMENT DETAIL

Administration - The Office of the City Attorney is the legal advisor to the City Council, the City Manager, and all departments, boards, commissions and agencies of the City. It is responsible for preparing and reviewing ordinances and legal papers, providing legal opinions, representing the City in all litigation in State and federal courts, as well as representing the City in administrative proceedings involving personnel matters. The Office provides representation to the City's Department of Social Services in all child abuse and neglect matters in the Juvenile and Domestic Relations Court and does all of the City's civil penalty enforcement. The Office also assists the Department of Finance in tax enforcement by initiating litigation against delinquent taxpayers. The Office participates in the City's legislative program and staffs the City Council, the Planning Commission, the Traffic and Parking Board, the Board of Architectural Review and other City boards and commissions. The Office also responds to resident inquiries and participates in internal City investigations and City-initiated projects.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	1,571,420	1,167,441	1,165,519	1,199,494
<u>FULL-TIME STAFFING</u>	12	12	12	12

### INDICATORS AND MEASURES

OBJECTIVE: [City Attorney] To prepare and review ordinances, legal papers and legal opinions for City Council.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Written opinions issued*	57	50	55	60	60
Ordinances prepared for City Council**	46	57	60	60	60
Legal documents reviewed	175	252	281	200	200
Civil lawsuits closed during the year	35	35	35	35	35
Personnel grievance hearings (Step 5)	5	3	0	8	8
Discrimination administrative claims (closed during year)	0	1	1	10	10

\* The number of legal opinions issued is determined by the number of requests from City staff and City Council, and includes informal e-mail, as well as formal written responses.

\*\* The number of ordinances prepared by the City Attorney may differ from the number of ordinances proposed by City Council (reported by the City Clerk) because an ordinance may be prepared and introduced to City Council, but not finally passed.

Risk Management - The Risk Management Division of the City Attorney's Office administers the City's loss control program. This program is designed to reduce, to the maximum extent feasible, risks to employees and the public that exist in the City work place and on City-owned properties. The loss control program also serves to protect against risks which may arise from the manner in which the City conducts its business, thereby reducing the City's exposure to employee and third party claims. The Risk Management Division

## CITY ATTORNEY

### DEPARTMENT DETAIL

manages the City's insurance portfolio and monitors the adjustment of claims filed against the City. The Risk Management Division also administers the City's workers' compensation program and provides training and information to City agencies and departments on specific means for avoiding and protecting against losses.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>DIVISION:</u> Risk Management				
General Fund Expenditures	276,085	298,627	299,500	306,911
<u>FULL-TIME STAFFING</u>	3	3	3	3

### INDICATORS AND MEASURES

OBJECTIVE: [Risk Management] To recover compensation due to the City for losses resulting from third party negligence.

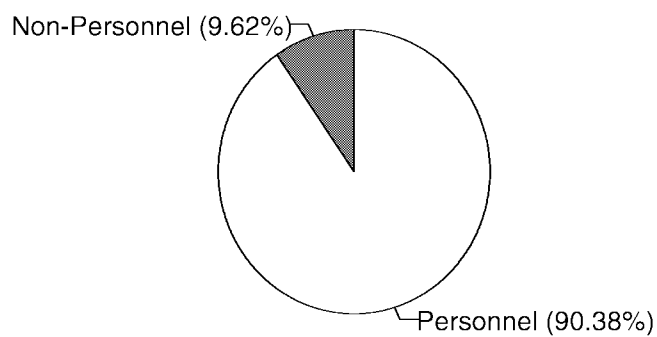
	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of incidents involving City property damage caused by third parties	93	93	100	100	100
Number of such incidents in which City losses were recovered from third parties	31	14	30	75	75
Total monies recovered from third parties	\$30,653	\$16,365	\$48,707	\$65,000	\$65,000
Total City losses caused by third parties	\$66,670	\$35,168	\$82,317	\$75,000	\$75,000

### WORK SESSION NOTES AND COMMENTS

# CITY CLERK AND CLERK OF COUNCIL

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## FY 2005 Approved Expenditures by Type



## CITY CLERK AND CLERK OF COUNCIL

City Hall • 301 King Street, Room 2300 • Alexandria, VA 22314 • 703.838.4550  
Jackie Henderson, City Clerk and Clerk of Council • jackie.henderson@alexandriava.gov

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To maintain the official record of the activities of the City Council, and to preserve and distribute this information in a timely and accurate manner.

### OBJECTIVES:

- To prepare final resolutions and ordinances for distribution as rapidly as possible for availability to interested persons and staff.
  - To maintain the official record of all Council meetings, and to prepare and assemble Council dockets and minutes in a prompt and accurate manner.
  - To inform interested persons of all official City Council meetings, work sessions, and community meetings in a prompt and accurate manner.
- 

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	306,759	312,957	264,415	272,662
NON-PERSONNEL	28,504	32,530	29,030	29,030
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>335,263</u>	<u>345,487</u>	<u>293,445</u>	<u>301,692</u>
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>335,263</u>	<u>345,487</u>	<u>293,445</u>	<u>301,692</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED {12.7%}				
FULL-TIME POSITIONS	3.0	3.0	3.0	3.0

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the City Clerk and Clerk of Council reflects a decrease of \$52,042, or 15.1 percent, as compared to the Approved FY 2004 General Fund budget.
- The Proposed personnel expenditures in the amount of \$264,415 represent a 15.5 percent decrease over the FY 2004. The decrease in personnel costs is attributable to the retirement of higher paid employees.

### City Council Approved

- The Approved FY 2005 General Fund budget for the City Clerk and Clerk of Council reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

## CITY CLERK AND CLERK OF COUNCIL

### Reductions and Savings

- Due to the small number of positions in this office, a vacancy factor was not taken.
  - Efficiency-based expenditure reductions totaled \$3,500.
- 

### DEPARTMENT DETAIL

The City Clerk is appointed by City Council and serves as its secretary. The City Clerk is responsible for accurately recording the proceedings of all Council meetings, preserving the legislative history, preparing the Council docket and assembling Council docket material prepared by the City Manager's Office, City departments and other agencies. Copies of the docket and docket items may be obtained prior to Council meetings from the Clerk's Office, and via the City's web page, U.S. Mail, e-mail or fax. Agendas and meeting notices are posted in the Clerk's Office on the Public Notice Board.

The City Clerk is responsible for transcribing, printing, binding and indexing the Council minutes, ordinances and resolutions; for providing administrative support to the Mayor and Members of City Council; and for providing assistance to the public regarding City Council actions. The Clerk is responsible for the custody and use of the Corporate Seal of the City and maintains, as a matter of record, all documents considered by the City Council. Interested persons may listen to or purchase copies of audio tape recordings of City Council meetings in the City Clerk's Office.

In FY 1997, the City Clerk's Office began a pilot project to create all dockets using a new computer system, the Docket Storage and Retrieval System (DSR), and has automated the Council Meeting docket preparation and distribution process. An electronic archive of historic docket agendas and associated materials has also been created, allowing for on-line, full-text search of scanned materials, from FY 1992 through the current fiscal year, stored on digital optical media. During FY 1998, the pilot project was expanded to include public on-line access to current docket items, once the documents have been released to the City Council. Interested persons without Internet access can research the on-line information at a public workstation located in the City Clerk's Office or at the City's public libraries. This project was completed in FY 2000 and is fully operational.

Effective in FY 2000, the Speaker's Form, which interested persons use to sign up to testify before City Council, became available on-line along with instructions for completion. This provides on-line access for people who wish to speak at a public hearing and is available until 5 p.m. the day preceding the public hearing meeting. Interested persons may still sign up by phone or in person.

## CITY CLERK AND CLERK OF COUNCIL

### DEPARTMENT DETAIL

The City Clerk's Office continues its schedule of annual microfilming of all permanent Council records, ordinances, resolutions and minutes. Generally, one year's legislative materials are referred to an outside vendor for filming each year. The City Clerk's microfilm reader/printer permits the retrieval of Council records from microfilm, reducing research and copying time. Interested persons and staff are performing more of their own research as the number of records on microfilm increases. It is possible to scan the docket items from microfilm for e-mail or fax transmission, and work continues with the City's vendor to establish full-text search of microfilm records in the future for that purpose.

The Clerk's office has worked with ITS in developing a database to convert its existing system of manual index cards to make information available electronically, with the goal of locating docket items on-line, by keyword search back to 1955 and ordinances back to 1922. This is an ongoing project.

The City Clerk is required by State law to issue, receive and maintain Statements of Economic Interest and Disclosure of Real Estate Holdings forms filed by members of the City Council, appointed officials, and other employees in positions of trust prior to the January 15 deadline of each year. In addition, City ordinances require the Clerk to issue and receive these forms for other officials and employees such as members of City boards, commissions and committees.

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### INDICATORS AND MEASURES

OBJECTIVE: To prepare final resolutions and ordinances for distribution as rapidly as possible for availability to interested persons and staff.\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of resolutions approved per year**	29	33	38	40	40
Number of ordinances approved per year**	70	45	47	50	50
Percentage of resolutions completed within two days after a Council meeting	100%	100%	100%	100%	100%
Percentage of ordinances turned over to the City Attorney for completion within one day after Council meeting	100%	100%	100%	100%	100%

\* The number of ordinances prepared by the City Attorney may exceed the number of ordinances approved because an ordinance may be prepared and introduced to Council but not passed, or if a large number of ordinance changes on related code sections are required, a single, consolidated ordinance may be approved.

\*\* The number of resolutions and ordinances processed by the City Clerk's Office is determined by the actions of the City Council.

# CITY CLERK AND CLERK OF COUNCIL

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To maintain the official record of all Council meetings, and to prepare and assemble Council dockets and minutes in a prompt and accurate manner.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of regular and special Council meetings	21	20	18	20	20
Number of public hearing meetings	11	12	10	12	12
Number of other meetings (such as Work Sessions, Retreats & other Community Meetings)	29	34	20	30	40
Percentage of action dockets completed within one day after meeting	100%	100%	100%	100%	100%
Percentage of meeting minutes completed within one month after meeting	100%	100%	100%	100%	100%

OBJECTIVE: To inform interested persons of all official City Council meetings, work sessions, and community meetings in a prompt and accurate manner.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of dockets distributed via U.S. Mail, per meeting	350	324	324	290	310
Number of dockets distributed via e-mail, per meeting	98	128	435	435	450
Number of dockets distributed via fax, per meeting	28	19	19	17	17
Number of newspaper advertisements for ordinances*	58	43	40	50	50
Number of newspaper advertisements for appeals*	16	12	2	20	20
Number of newspaper advertisements for special notices for meetings*	12	16	13	20	20
Percentage of dockets distributed within one day after completion	100%	100%	100%	100%	100%

\* These figures are dependent upon the number of meetings held, the number of ordinances considered, and the number of appeals filed from various sources, all of which will vary from year to year.

## WORK SESSION NOTES AND COMMENTS

# Courts and Constitutional Officers

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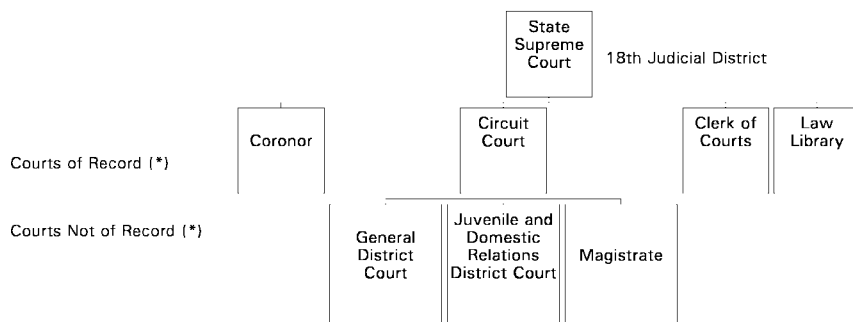
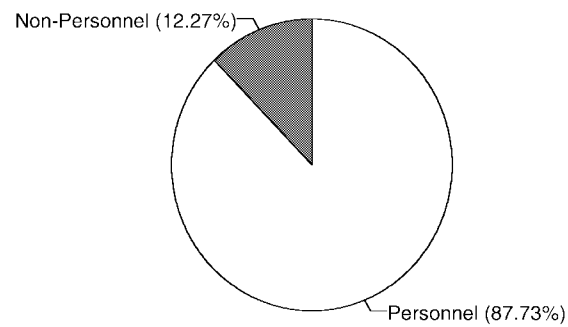
18th Circuit Court  
18th General District Court  
Clerk of Courts  
Commonwealth's Attorney  
Court Service Unit  
Juvenile and Domestic Relations District Court  
Law Library  
Other Public Safety and Justice Activities  
Registrar of Voters  
Sheriff



# 18TH CIRCUIT COURT

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**FY 2005 Approved Expenditures by Type**



NOTES: (\*) In a court of record, a transcript of the proceeding is taken; otherwise, no transcript is taken.

## 18TH CIRCUIT COURT

520 King Street, Fourth Floor • Alexandria, VA 22314 • 703.838.4123

Donald M. Haddock, Chief Judge

**GOALS, FUNCTIONS & RESPONSIBILITIES:** To conduct trials for all criminal and civil cases before the Circuit Court. Under the authority of the Code of Virginia, Title 17-116, the Circuit Courts are courts of record, having jurisdiction over both original and appellate cases. In civil matters, the Court hears suits for money damages as well as equity matters, such as divorce cases; disputes concerning wills and estates; and controversies involving property. In criminal matters, the Circuit Court hears all felony cases and some misdemeanor cases. The Court hears appeals (civil and criminal) from the General District Court and from the Juvenile and Domestic Relations District Court.

### OBJECTIVES:

- To conduct jury trials and hear civil and criminal cases, including appeals (civil and criminal) from the General District Court and from the Juvenile and Domestic Relations District Court.
- To serve as a depository of official records, such as deeds, mortgages, marriage licenses and other records kept in the public interest.
- To oversee the Alexandria Justice Information System (AJIS), an automated system which is the primary source of criminal and civil case information for the City of Alexandria.

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	947,111	1,014,788	1,036,910	1,068,632
NON-PERSONNEL	95,025	162,220	149,443	149,443
CAPITAL GOODS OUTLAY	<u>6,303</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,048,439</u>	<u>1,177,008</u>	<u>1,186,353</u>	<u>1,218,075</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,048,439</u>	<u>1,177,008</u>	<u>1,186,353</u>	<u>1,218,075</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 3.5%				
FULL-TIME POSITIONS	13.0	13.0	13.0	13.0

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the 18<sup>th</sup> Circuit Court reflects an increase of \$9,345, or less than one percent, as compared to the Approved FY 2004 General Fund budget.
- The proposed budget for this agency reflects funding to maintain current service levels.

## 18TH CIRCUIT COURT

### City Manager Proposed

- Proposed personnel expenditures in the amount of \$1,036,910 represent an increase of \$22,122, or 2.2 percent, as compared to the Approved FY 2004 General Fund budget. The increase in personnel costs is primarily attributable to the cost of employee merit adjustments in FY 2005.
- Total proposed non-personnel expenditures in the amount of \$149,443 represent a decrease of \$12,777, or 7.9 percent, as compared to the Approved FY 2004 General Fund budget. The decrease in non-personnel costs is partially attributable to efficiency-based expenditure reductions.
- The 18<sup>th</sup> Circuit Court oversees the Alexandria Justice Information System (AJIS) which is a complex computer system that is the primary source of criminal and civil case information for the City of Alexandria. AJIS is accessed regularly by approximately 600 users in 13 agencies.

### City Council Approved

- The Approved FY 2005 General Fund budget for the 18<sup>th</sup> Circuit Court reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$10,469, or 1.0 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$11,777.

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## DEPARTMENT DETAIL

The Circuit Court serves as a depository of official records, such as deeds, mortgages, marriage licenses and other records kept in the public interest. The Judges of the Circuit Court are elected by a joint vote of the two houses of the Virginia General Assembly, are commissioned by the Governor, and serve terms of eight years. The State establishes and pays the salaries and benefits of the three Circuit Court Judges. In addition, the State provides funding, in the amount of \$4,500, to the City for office expenses associated with the three Circuit Court judges. The Court's full-time administrative positions, including the AJIS Coordinator and five AJIS support positions, are funded by the City.

AJIS has been and will be the primary source of criminal and civil case information for the City of Alexandria. Beginning with the issuance of a warrant, the system records the disposition of all criminal cases heard in the General District Court and each subsequent hearing in the Circuit Court. Specifically, the system records the judge, prosecutor, defense attorney, type of proceeding and court action for each court event. The system also serves as a criminal history repository for Alexandria criminal cases and as the warrant

## 18TH CIRCUIT COURT

### DEPARTMENT DETAIL

tracking system for the Police Department. Once an individual has been incarcerated at the Alexandria Detention Center, the Alexandria Justice Information System records information on his or her property, program involvement, behavioral infractions, medical concerns and classification. For civil actions, AJIS is equally comprehensive. The system tracks all Circuit Court civil litigation in the same manner as criminal cases, and provides court employees and the public with current case status data. In addition, the system provides indexing and management services for marriage licenses, name changes, wills, notaries, charters, concealed weapon permits, search warrants, conservators, and numerous other civil components of the judicial system.

AJIS is accessed regularly by approximately 600 users in 13 agencies, including Adult Probation and Parole, the Clerk of Court, Magistrates, the Judges' Chambers of the Circuit Court, the Juvenile and Domestic Relations District Court, the General District Court, the Commonwealth's Attorney's Office, the Department of Mental Health, Mental Retardation and Substance Abuse, the Office of Sheriff, the Police Department, the Public Defender's Office, the Office on Women and the Court Service Unit.

The Circuit Court of Alexandria maintains one of the most current criminal dockets in the State. The average time between indictment and trial in criminal cases is less than sixty days. Civil cases are tried or concluded within one year of their filing date.

CASELOAD DATA: The table below reflects caseload reports from the Supreme Court of Virginia. A total of 5,040 new cases were filed in the Alexandria 18<sup>th</sup> Circuit Court in calendar year 2002, a decrease of 0.7 percent, as compared to 2001. Civil cases decreased by 3.1 percent and criminal cases increased by 1.3 percent. Concluded cases increased 1.3 percent and pending cases decreased 5.6 percent.

In calendar year 2002, the average caseload per judge was 1,680 as compared to 1,836 per judge, Statewide. The Circuit Court's pending caseload per judge (454) continues to rank the lowest in the State. Approximately 97.8 percent of concluded civil cases reached termination within 12 months of filing. The 18<sup>th</sup> Circuit Court ranks number one, statewide, in this measure.

## 18TH CIRCUIT COURT

### DEPARTMENT DETAIL

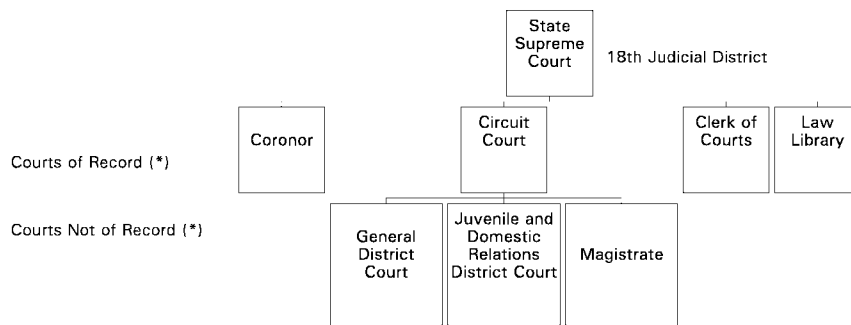
Calendar Year	Cases Commenced	Cases Concluded	Pending Cases Per Judge
1993	5,196	5,134	644
1994	5,087	4,928	633
1995	5,206	5,111	664
1996	5,401	5,168	742
1997	5,711	6,012	612
1998	5,509	5,652	564
1999	4,919	5,145	510
2000	4,788	4,958	476
2001	5,076	5,054	481
2002	5,040	5,122	454

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### WORK SESSION NOTES AND COMMENTS

# 18TH GENERAL DISTRICT COURT

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NOTES: (\*) In a court of record, a transcript of the proceeding is taken; otherwise no transcript is taken.

## 18TH GENERAL DISTRICT COURT

520 King Street, Room 201 • Alexandria, VA 22314 • 703.838.4010

Robert E. Giammittorio, Chief Judge

**GOAL, FUNCTIONS & RESPONSIBILITIES:** To ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

### OBJECTIVES:

- To adjudicate all misdemeanor cases and hold preliminary hearings on felony warrants.
- To hear civil cases on claims involving \$500 or less; and concurrently with the 18<sup>th</sup> Circuit Court on claims exceeding \$500, but not exceeding \$15,000.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0	0	0
NON-PERSONNEL	80,073	85,493	84,638	84,638
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>80,073</u>	<u>85,493</u>	<u>84,638</u>	<u>84,638</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	0	0	<u>0</u>
GENERAL FUND	<u>80,073</u>	<u>85,493</u>	<u>84,638</u>	<u>84,638</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED (1.0%)

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the 18<sup>th</sup> General District Court represents a decrease of \$855, or 1.0 percent, from the FY 2004 Approved budget.
- The proposed budget for this agency reflects funding to maintain current service levels.

### City Council Approved

- City Council approved this budget as proposed by the City Manager with no specific additions or deletions.

### Reductions and Savings

- Efficiency-based expenditure reductions totaled \$855.

## 18TH GENERAL DISTRICT COURT

### DEPARTMENT DETAIL

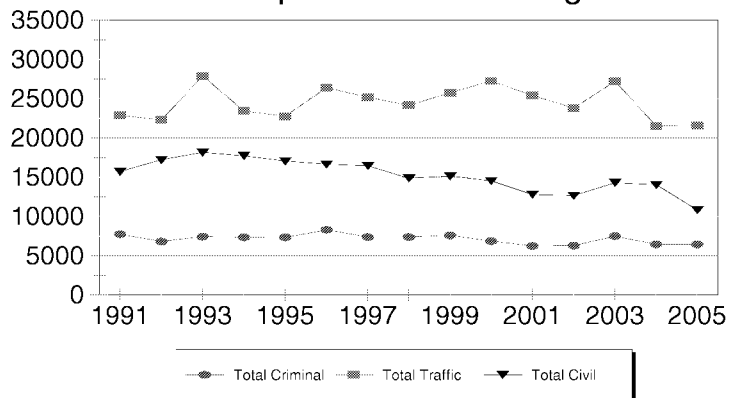
Pursuant to Title 16.1 of the Code of Virginia, the General District Court has original jurisdiction in all misdemeanor cases and holds preliminary hearings on felony warrants. In civil cases, the Court has original and exclusive jurisdiction in claims involving \$500 or less, and concurrent jurisdiction with the 18<sup>th</sup> Circuit Court in claims exceeding \$500, but not exceeding \$15,000. The General District Court is presided over by two regular and five substitute Judges. The State establishes and pays the salaries of the General District Court Judges and Court staff.

Funding for the non-personnel expenses of the Court is provided by the City. The Court is in session Monday through Friday, with criminal and traffic cases scheduled each day, and civil cases heard Tuesday through Friday.

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### Trends in New Cases

Source: Supreme Court of Virginia



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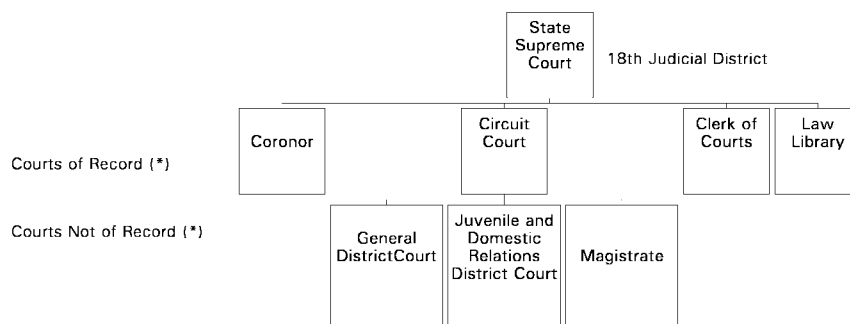
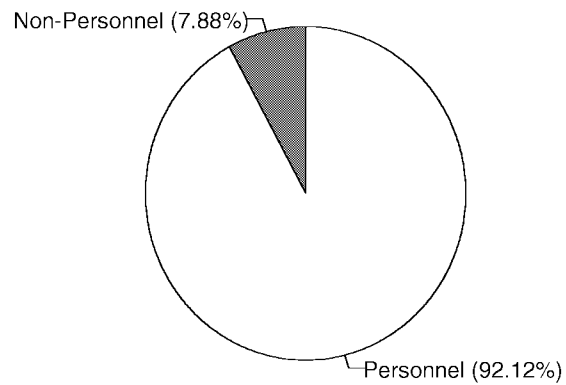
### WORK SESSION NOTES AND COMMENTS



# CLERK OF COURTS

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## FY 2005 Approved Expenditures by Type



NOTES: (\*) In a court of record, a transcript of the proceeding is taken; otherwise no transcript is taken

## CLERK OF COURTS

520 King Street, Suite 307 • Alexandria, VA 22314 • 703.838.4044  
Edward Semonian, Clerk of Court • [edward.semonian@alexandriava.gov](mailto:edward.semonian@alexandriava.gov)

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**GOALS, FUNCTIONS AND RESPONSIBILITIES:** To administer all civil and criminal cases processed through the Circuit Court for the 18<sup>th</sup> Judicial District.

### OBJECTIVES:

- To provide assistance at court proceedings and to process all criminal and civil cases before the 18<sup>th</sup> Circuit Court.
  - To process and record all real estate related documents tendered to the Clerk's Office.
  - To process and record all probate and fiduciary matters.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,121,069	1,193,199	1,329,638	1,374,751
NON-PERSONNEL	268,256	130,785	117,545	117,545
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,389,325</u>	<u>1,323,984</u>	<u>1,447,183</u>	<u>1,492,296</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>1,389,325</u>	<u>1,323,984</u>	<u>1,447,183</u>	<u>1,492,296</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 12.7%				
FULL-TIME POSITIONS	21.0	22.0 *	22.0 **	22.0 **

\* Represents the conversion of a temporary employee to a full-time permanent employee.

\*\* Position count excludes two limited-term, full-time clerical overhire positions located in the Land Records Division.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Clerk of Courts reflects an increase of \$123,199, or 9.3 percent, as compared to the Approved FY 2004 General Fund budget.
- The salaries for the staff of the Clerk's Office are set by the State Compensation Board and the City provides a salary supplement. The State Compensation Board has historically provided funding for approximately three-fourths of the total personnel expenses through reimbursement to the City. The City has provided funding for the remaining personnel and non-personnel expenses of the office. The Addendum Table titled "Net City Share of Clerk of Courts Operations" provides more detailed information on the State reimbursement and other revenues collected by the Clerk that offset the City's cost of this office.

## CLERK OF COURTS

### City Council Proposed

- Proposed personnel expenditures in the amount of \$1,329,638 represent an increase of \$136,439, or 11.4 percent, as compared to the Approved FY 2004 General Fund budget. The increase in personnel expenditures is partially attributable to two recommended supplemental requests, one of which will fund the continuation of two limited-term, full-time overhire clerical positions (\$73,403), and the other to place the Clerk of Courts employees on the City pay scale (\$40,000). The increase in personnel costs, in addition, is attributable to a 2.25 percent State salary adjustment for employees effective December 1, 2003.
- Total proposed non-personnel expenditures in the amount of \$117,545, represent a decrease of \$13,240, or 10.1 percent, as compared to the Approved FY 2004 General Fund budget. The decrease in non-personnel costs is attributable to an efficiency-based expenditure reduction option of \$13,240.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Clerk of Courts reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- No vacancy factor was applied to the personnel budget.
- Efficiency-based expenditure reductions totaled \$13,240.

### Supplemental Budget Requests

#### Approved

1. Additional staffing \$73,403

This supplemental request is to fund the continuation of two limited-term, full-time clerical overhire positions in the Land Records Division to help handle increased workload due to continued heavy volume in mortgage refinancings.

2. Additional funding to place the Clerk of Courts employees  
on the City pay scale \$40,000

This supplemental request is to fund the placement of the Clerk of Courts employees in the equivalent City pay scale grade at least at the first step of the City's pay scale. A change in this funding level may be necessary in the future depending on the result of a job function analysis to be performed by the City's Personnel Office. The Clerk of Courts staff will work with the City's Personnel Office, and the Office of Management and Budget (OMB) will then review the amount of any additional money needed in FY 2005 to complete this transition.

## CLERK OF COURTS

### Supplemental Budget Requests

#### Approved

It is anticipated that this additional money, if any, would be nominal. The amount will increase in subsequent years as the Clerk of the Courts employees move up the City's pay scale.

#### DEPARTMENT DETAIL

Administration - the Clerk of Courts is a Constitutional Officer elected by the voters of Alexandria for a term of eight years. The Clerk serves as Clerk to the Circuit Court and is the recorder of all deeds, wills and other legal documents filed in the City.

FUNCTIONAL AREA: Administration	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED * FY 2005
General Fund Expenditures	543,573	518,009	537,509	555,160
<u>FULL-TIME STAFFING</u>	7	7	7	7
* The \$40,000 approved supplemental for increased personnel costs was split proportionately between all divisions.				

#### INDICATORS AND MEASURES

OBJECTIVE: [Administrative Support] To provide assistance at court proceedings and to process all criminal and civil cases before the 18th Circuit Court.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Number of cases processed	5,342	4,998	4,785	5,000	5,000
Percent of cases processed in a timely and efficient manner	100%	100%	100%	100%	100%
Number of cases processed per employee*	763	714	683	714	714

\* The number of cases processed per employee is based on 7 administrative support staff. Data have been revised from previously published documents to reflect more accurate reporting.

Land Records - maintains and processes all land record documents for the City, including power of attorney, financing statements, deeds, deeds of trust, assignments, certificates of satisfaction, leases, options, contracts, foreclosure proceedings, plats and easements.

# CLERK OF COURTS

## DEPARTMENT DETAIL

FUNCTIONAL AREA:	ACTUAL FY 2003	APPROVED FY2004	PROPOSED FY 2005	APPROVED ** FY 2005
Land Records				
General Fund Expenditures	230,975	220,112	301,812	309,312 ***
FULL-TIME STAFFING	4	5 *	5	5
* Represents the conversion of a temporary employee to a full-time permanent employee. ** The \$40,000 approved supplemental for increased personnel costs was split proportionately between all divisions. *** Reflects the approved supplemental to continue two limited-term, full-time overhires.				

### INDICATORS AND MEASURES

OBJECTIVE: [Land Records] To process and record all real estate related documents tendered to the Clerk's Office.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Documents tendered to the office	32,754	43,105 *	43,805	43,000	43,000
Percent of documents recorded and processed in a timely and efficient manner	100 %	100 %	100 %	100 %	100 %
Number of documents recorded and processed per year per staff member	8,188	10,776	10,951	8,600	8,600

\* Increase is attributable to increased real estate activities as a result of lower interest rates.

Probate - handles probate and fiduciary matters for the City, including estates, trusteeships and guardianships.

FUNCTIONAL AREA:	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED * FY 2005
Probate				
General Fund Expenditures	93,779	89,369	92,694	95,739
FULL-TIME STAFFING	1	1	1	1
* The \$40,000 approved supplemental for increased personnel costs was split proportionately between all divisions.				

### INDICATORS AND MEASURES

OBJECTIVE: [Probate] To process and record all probate and fiduciary matters.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Number of cases received and processed	778	770	760	770	770
Percent of cases processed in a timely and efficient manner	100 %	100 %	100 %	100 %	100 %

## CLERK OF COURTS

### DEPARTMENT DETAIL

Court Services - provides clerical assistance to the Circuit Court for all civil and criminal proceedings. During calendar year 2003, the Circuit Court processed 4,785 civil and criminal cases, a decrease of 213 cases from calendar year 2002, when 4,998 cases were processed.

<u>FUNCTIONAL AREA:</u> Court Services	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> * <u>FY 2005</u>
General Fund Expenditures	180,613	172,118	178,592	184,456
<u>FULL-TIME STAFFING</u>	3	3	3	3
* The \$40,000 approved supplemental for increased personnel costs was split proportionately between all divisions.				

Public Service - provides the general public with services mandated by the State, including issuing marriage licenses and notarial certificates, docketing judgments and other liens, administering oaths to elected and appointed officials, the processing of church trustees, registering business trade names, recording military discharge certificates, issuing service of process on law suits and chancery suits, and maintaining historical records and statistics for the City.

<u>FUNCTIONAL AREA:</u> Public Service	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> * <u>FY 2005</u>
General Fund Expenditures	340,385	324,376	336,576	347,629
<u>FULL-TIME STAFFING</u>	6	6	6	6
* The \$40,000 approved supplemental for increased personnel costs was split proportionately between all divisions.				

The Clerk of Courts is also part of a Statewide effort to modernize land records and make them more easily accessible to the public. The State approved the Clerk of Courts information technology plan which provides for more efficient administration of land records and lays the groundwork for a reliable linkage of multi-jurisdictional land data. This land records modernization will be funded by the States' Information Technology Trust Fund and will be used to help Circuit Court Clerks obtain office and information technology, preserve and maintain court records and improve public access to court records. This fund consists of revenues obtained from an additional three dollar recordation and filing fee collected by each Circuit Court Clerk in the State. The City will therefore be reimbursed for expenses incurred as a result of this land records modernization program.

## CLERK OF COURTS

### Addendum Table "Net City Share" of Clerk of Courts Operations

	FY 2003 <u>Actual</u>	FY 2004 <u>Approved Budget</u>	FY 2005 <u>Approved Budget</u>
General Fund Expenditures			
Personnel	\$1,121,069	\$1,193,199	\$1,374,751
Non-Personnel	268,256	130,785	117,545
Capital Goods	<u>0</u>	<u>0</u>	<u>0</u>
Total General Fund Expenditures	<u>\$1,389,325</u>	<u>\$1,323,984</u>	<u>\$1,492,296</u>
General Fund Revenues <sup>11</sup>			
State Compensation Board Reimbursement for Personnel Costs	\$ 776,597	\$ 747,000	\$763,899
Excess Clerks' Fees Collected	<u>700,769</u>	<u>400,000</u>	<u>780,000</u>
Total General Fund Revenues	<u>\$1,477,366</u>	<u>\$1,147,000</u>	<u>\$1,543,899</u>
Net City Share (General Fund Expenditures less General Fund Revenues)	<u>\$ (88,041)</u>	<u>\$ 176,984</u>	<u>\$ (51,603)</u>

<sup>11</sup> In addition to the General Fund revenues reflected here, this office collects Real Estate Recordation taxes, which are generally assessed at a total rate of \$0.20 per \$100 of value of the deed or documentation being recorded. Of the total \$0.20 per \$100 of value of the deed, \$0.05 per \$100 is remitted to the City (budgeted as General Fund revenue) and \$0.15 per \$100 is remitted to the State. A portion of the recordation taxes returned to the State from Northern Virginia jurisdictions is pledged as the debt service payment for the State transportation bonds that have been issued for a series of high priority Northern Virginia transportation projects.

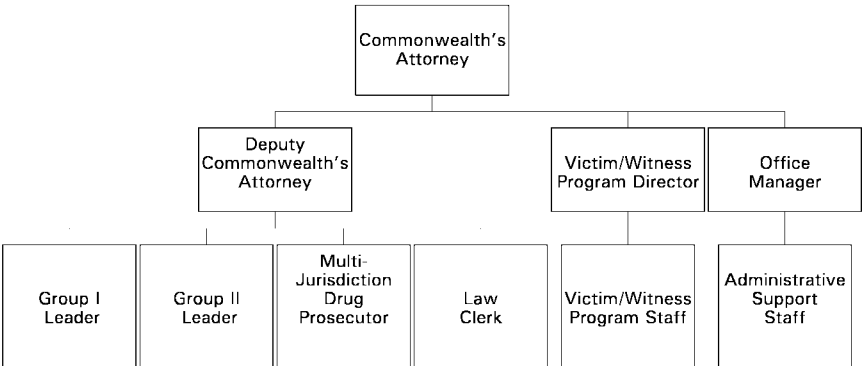
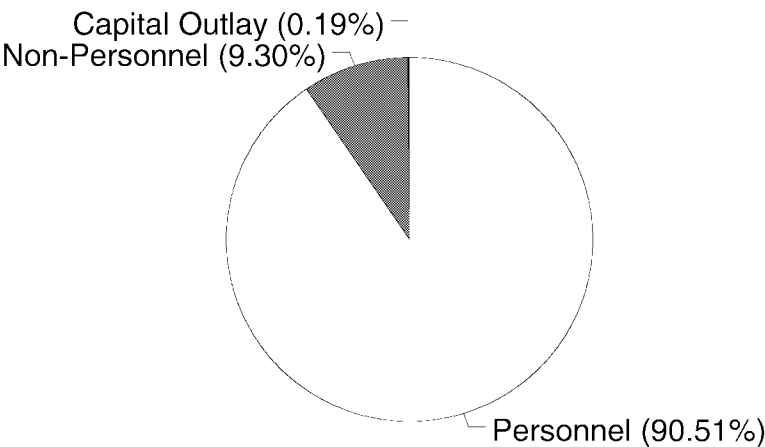
The office also collects court fines and forfeitures and remits these to the City or the State as appropriate under applicable laws.

## WORK SESSION NOTES AND COMMENTS

# COMMONWEALTH'S ATTORNEY

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## FY 2005 Approved Expenditures by Type





## COMMONWEALTH'S ATTORNEY

520 King Street, Suite 301 • Alexandria, VA 22314 • 703.838.4100  
S. Randolph Sengel, Commonwealth's Attorney

**GOALS, FUNCTIONS & RESPONSIBILITIES:** To carry out the Constitutional, statutory and public mandate of this office, which is the effective and efficient prosecution of criminal offenses, both adult and juvenile. This goal is to be accomplished by successfully prosecuting offenders in a swift manner, by providing a deterrence to potential offenders, rehabilitating where possible, and encouraging resident cooperation and participation in the criminal justice system.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	2,073,211	2,333,514	2,182,541	2,250,163
NON-PERSONNEL	226,856	263,770	231,158	231,158
CAPITAL GOODS OUTLAY	<u>2,922</u>	<u>4,250</u>	<u>4,650</u>	<u>4,650</u>
TOTAL EXPENDITURES	<u>2,302,989</u>	<u>2,601,534</u>	<u>2,418,349</u>	<u>2,485,971</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>349,162</u>	<u>390,766</u>	<u>257,604</u>	<u>257,604</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>349,162</u>	<u>390,766</u>	<u>257,604</u>	<u>257,604</u>
GENERAL FUND	<u>1,953,827</u>	<u>2,210,768</u>	<u>2,160,745</u>	<u>2,228,367</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 0.8%

FULL-TIME POSITIONS	30.0	30.0	28.0 *	28.0 *
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\* The Office of the Commonwealth's Attorney is not eligible to apply for the Community Prosecution Grant in FY 2005. As a result, \$134,692 will not be received, and two full-time positions were eliminated, which is reflected in the decrease of special revenue funds above. This grant was approved by the United States Department of Justice for a 36-month period only.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Commonwealth's Attorney reflects a decrease of \$50,023, or 2.3 percent, as compared to the Approved FY 2004 General Fund budget.
- The decrease in personnel costs is attributable to the deletion of two full-time grant-funded positions from the Community Prosecution Program due to the expiration of the federal grant.
- Proposed FY 2005 non-personnel expenditures represent a \$32,612, or 12.4 percent, decrease from the FY 2004 Approved Budget. The decrease in non-personnel is partially due to the efficiency reduction in the amount of \$22,108.

## COMMONWEALTH'S ATTORNEY

### City Council Approved

- The Approved FY 2005 General Fund budget for the Commonwealth's Attorney reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$7,617, or 0.35 percent, was taken from the personnel budget.
- Efficiency expenditure reductions totaled \$22,108, and represent a decrease in the contract amount to run the parking adjudication office. This reduction is not expected to reduce service levels.

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### DETAIL BY DIVISION

The Commonwealth's Attorney is an elected official, serving a four-year term, authorized by Title 15.1 of the Code of Virginia to prosecute violations of State laws in the City. The salaries and expenses for the Commonwealth's Attorney's Office are established by the State Compensation Board and approved by the City Council. Each of the fourteen attorneys in the office is assigned to specialized areas of prosecution, and handles cases from their inception through trial. This specialized system affords rapid and expert response to the needs of other agencies and the public. The Office maintains a close working relationship with the Alexandria Police Department through coordinated efforts on major cases, training on legal issues, and 24-hour-a-day availability for consultation as needed. The Office prosecutes all felonies occurring in the City, all misdemeanors, offenses committed by and against juveniles, and all traffic offenses that carry a possible jail sentence.

The Office continues its organizational scheme of grouping attorneys into teams. Each team is led by an experienced attorney recognized for his or her leadership and trial skills, and is composed of attorneys with varying experience levels. This approach provides greater opportunity for training, supervision and mentoring, while allowing newer attorneys opportunities to work as team members on a greater variety of cases. Each prosecutor maintains a specialized area of expertise.

A high priority of the Commonwealth's Attorney's Office is to focus resources on the effective prosecution of violent crime, juvenile crime, and drug use and distribution. In 2002, the last year for which complete data is available at this time, this Office commenced prosecution of 1,945 criminal cases in Circuit Court. These cases included homicides, aggravated assault, robbery, sex offenses and drug cases. The Commonwealth's Attorney's Office also prosecuted 6,436 criminal cases in General District Court; 2,384 jailable traffic offenses; and 2,281 cases in Juvenile and Domestic Relations Court. The severity of many of these cases and the violent potential of some of the offenders has required that the Office continue to commit three prosecutors (formerly one) to handle these cases full-time.

## COMMONWEALTH'S ATTORNEY

### DETAIL BY DIVISION

In addition, the Office continues to aggressively prosecute drug offenders. In 2002, this Office prosecuted 195 felony drug indictments in Circuit Court. Drug prosecutors from this Office continue to conduct police training, participate in City-wide drug task force meetings, coordinate with federal prosecutors, and provide input and advice to other criminal justice agencies in the implementation and formulation of new programs and procedures for drug treatment and monitoring. This past year the City's partnership with federal prosecutors was particularly effective in targeting higher level drug dealers in several areas of the City. In recent years, the drug unit of the Office has focused greater efforts on the seizure of assets of drug dealers by instituting civil forfeiture proceedings in Circuit Court. Funds from this program are allocated by law to training and equipment replacement.

The Commonwealth's Attorney's Office continues to commit significant professional resources to provide legal services to other City and State agencies, including the Office of the Magistrate, the Office of Sheriff, the Police Department, the Office of Citizen Assistance, the Office of Housing, the Code Enforcement Bureau, and the Electoral Board. The Commonwealth's Attorney's Office is active on a number of City task forces, including the Domestic Violence Intervention Program, the Task Force on the Victims of Violent Crime, and various anti-drug task forces.

The Commonwealth's Attorney's Office also participates in several multi-agency efforts directed at juvenile crime and youth issues. The Office is a member of the Serious and Habitual Offender Comprehensive Action Program (SHOCAP), which permits the sharing of information among the Schools, Police Department, Commonwealth's Attorney's Office and Juvenile Probation and Parole regarding dangerous or at-risk youth. In addition to focusing on the enhancement of prosecution of some of these juvenile offenders, the Office is also striving to take on a greater role in community-based programs that seek to address some of the root causes of juvenile delinquency by participating in school-based programs. Prosecutors speak on various topics related to law enforcement and youth in classes at T.C. Williams High School and other schools in the City. The Office also participates in a truancy prevention program with the City's elementary and middle schools to intervene in a parent's educational neglect of school-aged children. Finally, the Commonwealth's Attorney serves on the City's Youth Policy Commission, which oversees programs providing services to youth.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration				
All Funds Expenditures	1,693,177 *	1,822,378	1,772,774	1,824,488
FULL-TIME STAFFING	20	20	20	20
* Includes ARLEX Seized Assets, State Seized Assets, and other non-personnel expenditures.				

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: To maintain maximum conviction rate for drug offenses.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Number of drug indictment cases	195	195	197	195	195
Number of cases resulting in convictions	187	189	189	187	187
Conviction rate	96 %	97 %	96 %	96%	96 %

Note: While the reasons for reduction in crime rates are complex, this agency believes that persistent and aggressive prosecution together with effective treatment options recommended at sentencing both provides a deterrent to potential offenders and reduces the number of recidivist offenders.

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In addition to its normal prosecutorial functions, the Commonwealth's Attorney's Office administers the following specialized programs:

The Victim-Witness Assistance Program, which is an integral part of the Commonwealth's Attorney's Office, has three principal goals. The first goal is to assist the prosecutors in gaining and maintaining the cooperation of victims and witnesses through the criminal justice process. The contact with victims and witnesses is maintained by providing information about the Court System, case status updates, accompaniment to Court, and dispositional information. Recent changes in Virginia law have made communication of certain information to crime victims mandatory, resulting in increasing demand upon this program staff. The second goal is to ensure the rights of Alexandria's crime victims. The program encourages victims to submit victim impact statements for sentencing hearings, affords victims the right to be notified of prisoners' release, intercedes on behalf of victims whose employers are reluctant to allow them time off to testify, and coordinates the submission of restitution plans whereby defendants reimburse victims for their financial losses. The third goal of the Victim-Witness Assistance Program is community education and the establishment of coordinated services. Specialized outreach continues in the Latino community, spearheaded by Spanish-speaking prosecutors and a Spanish-speaking advocate. The effect of this outreach continues to be noticeable, by reducing the failure-to-appear rate among Latino crime victims and witnesses.

This program is staffed by a Coordinator, three Victim-Witness Specialists, a Restitution Collections Specialist and a Program Assistant and is funded approximately 70 percent by a grant from the Virginia Department of Criminal Justice Services (DCJS) and 30 percent by the City. Through garnishment of wages, levies, and by seeking suspension of driving privileges, the program continues to collect substantial amounts of past due restitution, which is then returned to crime victims. The Victim-Witness Program provided services to over 6,400 victims and witnesses during the year.

## COMMONWEALTH'S ATTORNEY

### DETAIL BY DIVISION

	ACTUAL <u>FY 2003</u>	APPROVED <u>FY 2004</u>	PROPOSED <u>FY 2005</u>	APPROVED <u>FY 2005</u>
<u>DIVISION:</u> Victim Witness				
All Funds Expenditures	190,054	265,619	275,686 *	284,256 *
<u>FULL-TIME STAFFING</u>	5	5	5	5
* This division is supported primarily through a Virginia Department of Criminal Justice Services Grant in FY 2005 of \$184,965, and \$99,291 General Fund monies.				

A Virginia STOP (V-STOP) Violence Against Women Grant was awarded to Alexandria's Domestic Violence Intervention Project and is administered by the Office of the Commonwealth's Attorney. The goal of this grant project is to foster greater cooperation with the Criminal Justice System from victims of domestic violence. It is essential that the victim cooperate with and participate in this process.

It is the hope of the Domestic Violence Intervention Project that these victims will cooperate more willingly with future prosecutions of domestic offenses. In 2002, the Commonwealth's Attorney's Office prepared 525 domestic abuse cases for possible prosecution without the victim's participation, and has prosecuted 52 of these cases without the victims' cooperation. In the past, these cases would have been dropped by the prosecution because of the victims' lack of cooperation.

	ACTUAL <u>FY 2003</u>	APPROVED <u>FY 2004</u>	PROPOSED <u>FY 2005</u>	APPROVED <u>FY 2005</u>
<u>DIVISION:</u> Domestic Violence Intervention				
All Funds Expenditures	60,829	64,944	72,639 *	74,635 *
<u>FULL-TIME STAFFING</u>	1	1	1	1
* This division is supported by a Virginia Department of Criminal Justice Grant in FY 2005 of \$72,639 and \$1,996 in General Fund monies.				

The Career Criminal Program is an intensive prosecution program that concentrates prosecutorial resources on particular recidivist felons. Individuals who have significant prior felony records especially those who are on probation or parole and who commit any additional crime are screened for entry into the program. Once entered into the program, these cases are given priority. Additional investigative and prosecutorial resources are expended to ensure the proper pre-trial bond status, to prepare the case for trial, and, if convicted, to maximize sentencing. This program is staffed by a State-funded experienced senior prosecutor and a City-funded law clerk. In 2002, this program filed 395 additional petitions to enhance sentences imposed on repeat offenders and probation violators.

## COMMONWEALTH'S ATTORNEY

### DETAIL BY DIVISION

The Multi-Jurisdiction Drug Program is an intensified effort to investigate and prosecute the higher than street-level drug dealers, and includes a component that concentrates on multi-jurisdictional drug transfers, primarily between the City and Arlington County. This program is entirely funded by the State Compensation Board. In support of this program an experienced prosecutor is assigned to these cases full time, and works closely with federal prosecutors in the United States Attorney's Office.

<u>DIVISION:</u> Anti-Drug	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	148,102	164,386	169,843	175,185
<u>FULL-TIME STAFFING</u>	2	2	2	2

The Parking Adjudication Office was established by City Council on December 8, 1998, to process appeals for parking tickets. The Office opened in March 1999, at 421 King Street, and provides people with an opportunity to have an in-person hearing with an adjudication officer to determine the validity of a parking ticket. A person receiving a ticket is informed, on the face of the ticket itself, of his or her right to a hearing. The person is able to schedule a hearing in advance or on a walk-in basis, to accommodate out-of-town visitors.

Individuals are also able to adjudicate a citation by mail. A \$10 fee will be assessed per hearing, except in the event that the ticket is administratively dismissed by the adjudicator, who has the power to dismiss tickets, to reduce fines or to refuse to change the status of the fine.

Funding for the Parking Adjudication Office is included in the Commonwealth's Attorney's budget which has oversight responsibility for the adjudication program. By adjudicating tickets administratively, the Office diverts this burden from the General District Court docket.

<u>DIVISION:</u> Parking Adjudication	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	117,346	149,515	127,407 *	127,407 *
<u>FULL-TIME STAFFING*</u>	0	0	0	0
* The Parking Adjudication Office is staffed by contracted employees of Professional Account Management, LLC.				
** The Parking Adjudication Office decreased from \$149,515 to \$127,407 due to an efficiency reduction in the amount of \$22,108. This reduction is not expected to reduce service levels.				

## COMMONWEALTH'S ATTORNEY

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: To provide individuals who have been charged with a parking violation a convenient means of appeal.\*

	<u>Actual FY 2002</u>	<u>Actual FY 2003</u>	<u>Projected FY 2004</u>	<u>Projected FY 2005</u>
Number of citations	4,259	5,036	5,100	5,100
Number of citations upheld	1,612	2,307	2,142	2,142
Percentage of citations upheld	38 %	46 %	42 %	42 %

\* In FY 2002 the City hired a new contractor to run the Parking Adjudication office. Due to the differences in reporting requirements all previously reported data has been revised or deleted.

A Community Outreach Program for Crime Prevention and Criminal Prosecution Grant ended during FY 2004. The Office of the Commonwealth's Attorney is not eligible to apply for the Community Prosecution Grant in FY 2005. As a result, \$134,692 will not be received, and two full-time positions were eliminated. This one-time grant was approved by the United States Department of Justice for a 36-month period only. The Commonwealth's Attorney will continue to operate the program after reorganizing existing staff to absorb the responsibilities of the positions.

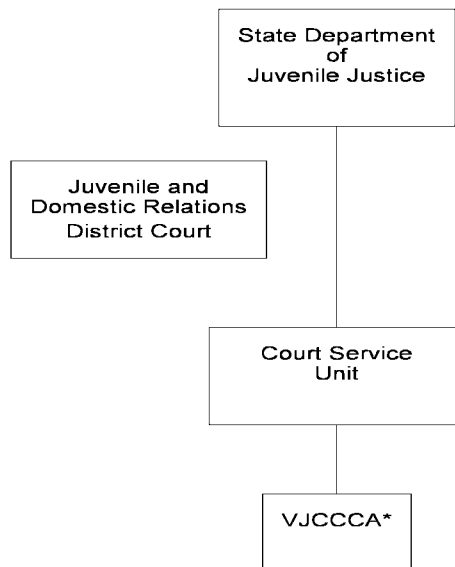
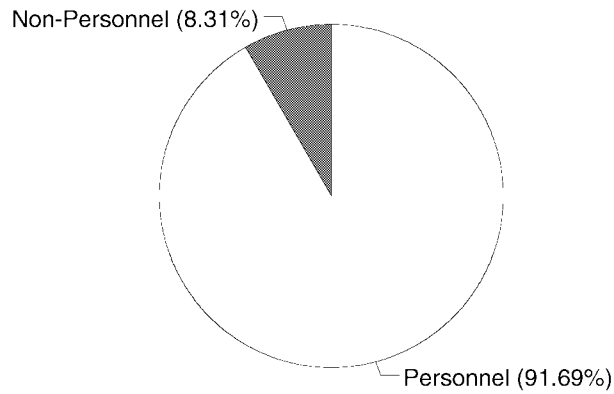
	<u>ACTUAL FY 2003</u>	<u>APPROVED FY 2004</u>	<u>PROPOSED FY 2005</u>	<u>APPROVED FY 2005</u>
<u>DIVISION:</u> Community Prosecution				
All Funds Expenditures	93,481	134,692	0 *	0 *
<u>FULL-TIME STAFFING</u>	2	2	0	0
* The Office of the Commonwealth's Attorney is not eligible to apply for the Community Prosecution Grant in FY 2005. As a result, \$134,692 will not be received, and two full-time positions were eliminated. This one-time grant was approved by the United States Department of Justice for a 36-month period only.				

### WORK SESSION NOTES AND COMMENTS

# COURT SERVICE UNIT

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## FY2005 Approved Expenditures by Type



\*Virginia Juvenile Community Crime Control Act



## COURT SERVICE UNIT

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

### OBJECTIVES:

- To process and supervise juvenile delinquency matters that come within the purview of the Juvenile and Domestic Relations District Court.
  - To provide and establish balanced, community-based systems of programs, incentives, sanctions and services for juvenile offenders and families under the Virginia Juvenile Community Crime Control Act (VJCCCA).
  - To process and supervise domestic violence and other family-related cases referred to the Court Service Unit and to maintain community treatment services and monitoring in family violence matters of adults who commit offenses against juveniles.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 AMENDED *	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	780,389	939,880	1,064,339	1,099,745
NON-PERSONNEL	74,494	130,182	99,638	99,638
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>854,883</u>	<u>1,070,062</u>	<u>1,163,977</u>	<u>1,199,383</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>123,927</u>	<u>224,651</u>	<u>197,107</u>	<u>197,107</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>123,927</u>	<u>224,651</u>	<u>197,107</u>	<u>197,107</u>
GENERAL FUND	<u>730,956</u>	<u>845,411</u>	<u>966,870</u>	<u>1,002,276</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 18.6%

FULL-TIME POSITIONS	8.0	8.0	8.0	8.0
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\* The FY 2004 budget is amended to reflect the receipt of \$83,537 in new grant monies for Title-IV Foster Care federal revenues, and \$27,544 in federal revenues for the Alternative Detention Program.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Court Service Unit reflects an increase of \$121,459, or 14.4 percent, as compared to the Amended FY 2004 General Fund budget.
- The FY 2005 General Fund budget for this agency reflects funding to maintain current service levels. The element of increase is primarily attributable to the planned merit in-step increase for employees in FY 2005. It should be noted that the majority of the employees in this department are State employees for which the City provides a salary supplement to maintain equitable compensation levels between the State positions and comparable City positions. A 2.25 percent salary increase for State employees effective December 1, 2003 has been factored into the FY 2005 Personnel budget. This increase

## COURT SERVICE UNIT

### City Manager Proposed

also is attributable to the fact that the State severely cut its funding to the Virginia Community Crime Control Act (VJCCCA) grant in FY 2003 and the City has absorbed this cut in the form of an increased cash match to the grant totaling \$188,688. As a result of the Commonwealth of Virginia's budget shortfall in FY 2003, the City now has to provide 76% of the funding for the VJCCCA grant.

- Funding for the Court Service Unit is provided jointly by the State and the City. The State provides monies primarily for the salaries and benefits of 24 professional and administrative State employees.
- In addition, the State provides partial funding for four grant-funded positions under the Virginia Juvenile Community Crime Control Act (VJCCCA). The City funds four full-time VJCCCA positions (clinical psychologist, psychiatric social worker, and two probation officers); salary supplements to maintain equitable compensation levels between the State positions and comparable City positions; and pre-dispositional youth placement. Monies from the State (excluding the VJCCCA grant) are paid directly to the Court Service Unit and do not pass through the City's treasury; therefore, these non-pass through monies are not reflected in the City's budget for the Court Service Unit.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Court Service Unit reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$26,671, or 2.5 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$3,000.

### Supplemental Budget Requests

#### Approved

1. Stand-by pay for State employees \$19,495

This supplemental request is approved to allow equitable treatment for all employees in the Court Service Unit. The Court Service Unit is required by law (16.1-256(2)) to provide 24 hour / 7 day a week service to the City. In order to comply with this statute, Court Service staff, both City and State, are required to be available by beeper or phone to the Police, Sheriff, Magistrate, Department of Social Services, Mental Health, Detention, etc. for matters on juveniles that occur after normal business hours. Stand-by pay for City employees is currently built into the department's personnel budget. This supplemental would provide the same stand-by pay for State employees because the State does not provide for its employees.

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

The Court Service Unit, which reports to the Virginia Department of Juvenile Justice, serves the Juvenile and Domestic Relations District Court in a quasi-administrative capacity. The Court Service Unit is organized into two major areas: (1) juvenile services, and (2) domestic relations services, which focus on providing legal services, treatment programs, and public safety services to the community. The major programs administered by the Court Service Unit are described below:

Intake Services - provides a magisterial role for the Court by making probable cause determinations and issuing detention orders, providing intake screenings and processing all complaints coming before the Juvenile and Domestic Relations Court. These services are funded primarily by the State.

Probation Services - monitors court-ordered cases, prepares pre-sentence and transfer reports, recommends dispositions to the Court, supervises youth who are on probation and parole, and provides counseling services to families. These services are funded primarily by the State.

Parole - provides services to juveniles placed in the State Correctional Centers through continued contact with the juveniles and their families and by developing plans for parole conditions upon the juvenile's return to the community. These services are funded primarily by the State.

Psychological and Mental Health Services - provides individual and family counseling and mental health assessment services to clients who are court-ordered into treatment and/or evaluation. Psychological testing for court assessments and/or competency is funded by the State. The remainder of this program is funded by the City.

Mediation and Custody Investigations - provides custody and visitation mediation services for clients referred by the Juvenile and Domestic Relations Court. Custody reports are prepared when ordered by either the Juvenile or the Circuit Court. This program is funded jointly by the State and the City.

Community Services - assigns juveniles to community agencies for a specified number of service hours. Juveniles submit proof of community service hours by finding their own community service activity or through an outside community agency contracted by the City. This program is funded by the City.

Restitution - provides monetary compensation to the victims of property crimes. This program is funded jointly by the State and the City.

Domestic Violence Services - provides assistance with protective orders and a network of treatment and supervision services to families and unmarried couples who have civil or criminal involvement with the Court for domestic violence disputes. Domestic Violence Services are coordinated with other City agencies, private providers and the Domestic Violence Steering Committee. These services are funded primarily by grant monies.

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

Pre-Trial Services - provides monitoring and casework in lieu of detention for juveniles awaiting trial. This program is funded jointly by the State and the City through the Juvenile Accountability Incentive Block Grant.

FOCUS - provides an education program for parents and guardians involved in custody and visitation cases. Parents are required to attend three two-hour sessions that address topics such as the impact of conflict on children, stages of child development, legal aspects of custody and visitation, mediation and parenting. The goal of this program is to reduce the number of cases coming before the court by having the parents reach their own parenting agreements; teach parenting skills and parental cooperation regarding custody disputes; and educate parents on ways to help their children cope with the issues connected to divorce and separation. In addition, a special two hour Hispanic FOCUS class is provided for Hispanic parents. This program is funded by the State.

Skills Development - includes various groups such as anger management, life skills, Camp Getaway and ANGELS Camps, basketball clinic, Space Of Her Own Girls Program (SOHO), and the toy boat entrepreneurship program to enforce positive skill-building for youth on probation and parole. This program is primarily funded by the State.

Attendance Review Panel - informs parents and their children of actions available under the law for truancy; identifies assistance needed by the family to eliminate the truancy problem; and follows-up with monitoring services from the school or probation officers. Referrals of chronic truants are made to the panel by the school system. The panel is comprised of representatives from the Court Service Unit, the Department of Social Services, the Police and the Alexandria City School System. This program is funded by the City.

Substance Abuse - provides drug screening and assessments, and individual/group therapy for youth involved with illegal substances and alcohol. Treatment is provided at Court Services by employees of Mental Health, Mental Retardation and Substance Abuse at the City's expense.

Community-based Probation Officer - identifies at-risk youth who live in an assigned community; works closely with the residential and community police officers and community organizations in assigned neighborhoods to monitor and provide on-going supervision during the late evening hours and weekends to youth currently on probation; develops community programs such as parenting groups and provides a high visibility program in the community to address prevention and intervention responses to the community's concerns.

There is currently one City-funded Community-based Probation Officer. This Officer is Spanish-speaking, is working closely with the Hispanic community and carries a full caseload of 35 to 40 juveniles.

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

Earlier in its inception, this program enjoyed both State and national recognition. The program has been presented to several conferences and training opportunities, including The Council of Governments Youth Summit Conference; the National Adult Probation and Parole Conference; Alexandria Police Block Captains meetings; Juvenile Justice Partnerships Conference; Youth Policy Commission/Youth Mapping Project; Neighborhood Community Day; School/Community Mediation; Virginia Commonwealth University Gang Prevention Conference; the Close-up C-span show entitled "Teens and the Law;" and the Virginia Criminal Justice Services "Community Partnerships Conference."

The following programs are funded by the Virginia Juvenile Community Crime Control Act (VJCCCA).

- Day Reporting Center - serves up to 15 court-ordered juveniles per month, both male and female, ages 11-16 (at the time of referral) who are on probation and display truant behavior, need structured supervision and are at-risk for further detention/incarceration due to non-compliance issues or new charges. The Day Reporting Center is located in the lower level of the Sheltercare building and provides group counseling in substance abuse, conflict resolution, building healthy cognitions, improving school performance, and reinforcing social responsibility. It also offers tutoring, a series of learning modules on job readiness, child abuse prevention, cultural tolerance, mental health awareness, recreational activities, and boat building through the Seaport Foundation. This year, Day Reporting participants were involved with "Holiday Project," an area non-profit group, and Adopt-A-Park, a project coordinated by the Recreation Department, as major community service activities. Participants are also involved in wilderness programs in the summer months.
- Youth Educational Program (Y.E.S.) - educates up to 40 youth per year who are first-time offenders before the Court on petty larceny and concealment charges regarding the consequences and cost implications of shoplifting to divert these first-time offenders from further involvement with the juvenile justice system. This program consists of two components; the home-study component that consists of six hours of audio tape/workbook time, followed by an eight hour classroom component. The classes are held at the Target Department Store in Alexandria whose Asset Protection Employees also provide an overview of their surveillance system. This program was featured in a Nickelodeon Television production and the Program Coordinator won a National Recognition Award from Target Department Stores.
- Parent Involvement Program - educates up to 100 parents/guardians per year of court-involved youth newly placed on probation in a court-ordered parent program. Parents are informed of the court process, the juvenile justice system, and their parental responsibilities regarding their child's probation status. They are also educated on adolescent development issues and techniques for parenting difficult teens including setting and enforcing limits. The program consists of five sessions of 2.5 hours each. The youth are required to attend the first session with their parents/guardians.

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

- School Liaison Program - Serves up to 30 youth per month, in partnership with the school system, who have been suspended or expelled from school. This program was originally set up as a traditional truant officer program to monitor the attendance of chronic truants. After three consecutive years of evaluations, it was determined that this service did not significantly reduce truancy of youth on probation. As a result, the program went through a revision process to serve another important need in the community. A caseworker is assigned for part of the day at the Independent Education Program (IEP), which is an alternative school operated by the Alexandria Public Schools for suspended and expelled students, to support education and behavioral issues, and to ward off additional truancy. Students who are not eligible for the IEP program, but are on probation supervision and expelled from school, report to the Education Support Program (ESP) at the Courthouse. A caseworker is assigned to this program to ensure that these youth are able to keep up with class work instruction during the time the juvenile is not in attendance in their regularly scheduled class. Both caseworkers strive to improve student behavior for a more positive transition back into the regular school setting.

In addition to these programs, the Court Service Unit provides 24-hour, on-call services; provides information to the public regarding the court system, child support and custody disputes; conducts parenting education groups; and participates in several inter-agency workgroups including the Alexandria Community Policy and Management Team (ACPMT), the Community Criminal Justice Board (CCJB), the City Manager's Quality of Life Group, the Alexandria Council on Adolescent Pregnancy (ACAP), the City/Schools Group on Youth, and the Youth Policy Commission. The Court Service Unit is the lead agency for the City's Serious and Habitual Offender's Comprehensive Action Program (SHOCAP).

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### INDICATORS AND MEASURES

OBJECTIVE: To process and supervise juvenile delinquency matters that come within the purview of the Juvenile and Domestic Relations District Court.\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Juvenile delinquency complaints**	807	718	568	600	600
Commitments to the State Correctional Centers	10	13	11	11	12
Average number of juveniles in State Correctional Centers per month***	10	12	17	16	16
Average number of juveniles on probation per month	246	316	311	320	325
Average number of juveniles served by community parole supervision per month****	16	8	26	20	20

\* Indicators that impact juvenile delinquent behavior include low economic status, single-parent headed households, and psychological and emotional disorders. Delinquent youth are frequently learning disabled and many have a history of long-term child abuse and neglect, domestic violence in the home, substance abuse and sexually transmitted diseases.

\*\* These numbers fluctuate based on the number of cases brought before the Court.

\*\*\* Numbers are trending higher based on the more serious nature of crimes that are being committed by juveniles.

\*\*\*\* Includes juveniles who are discharged from State Correctional Centers and returned to the community.

# COURT SERVICE UNIT

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To provide and establish balanced, community-based systems of programs, incentives, sanctions and services for juvenile offenders and families under the Virginia Juvenile Community Crime Control Act (VJCCCA).

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Day Reporting Program participation*	15	15	15	15	15
Youth Educational Program (Y.E.S.) participation**	17	25	40	45	45
Parent Involvement Program participation***	100	61	80	80	80
School Liaison Program participation****	90	54	73	30	30

\* Numbers indicate average number of youth per month.

\*\* The overall number of petty larcenies are fairly stable; the increase is representative of increased program utilization.

\*\*\* This program is contingent upon the number of new cases each year. Overall crime is down, thereby creating less new delinquency cases.

\*\*\*\* This program has been revised and now serves up to 30 youth per month, in partnership with the School system, who have been suspended or expelled from school.

OBJECTIVE: To process and supervise domestic violence and other family-related cases referred to the Court Service Unit and to maintain community treatment services and monitoring in family violence matters of adults who commit offenses against juveniles.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Abuse/Neglect cases*	172	110	61	115	115
Domestic Violence (Civil) cases**	123	241	319	300	300
Custody/Visitation cases	640	658	741	700	700
Children in Need of Services (CHINS) cases*	380	436	303	450	450
Other case workload (Traffic, Violation of Probation/Parole, mental commitments, emancipations, adoptions, paternity, support, transfers, Approval of Entrustments)*	623	623	469	655	650
Average monthly number of adults under supervision for domestic violence***	118	97	85	90	90
Actual new referred adult domestic violence cases	150	142	120	120	120
Custody Investigations	29	23	29	27	30
Mediation Cases	10	20	11	12	12
FOCUS Participants****	94	136	110	120	120

\* Numbers in these indicators can fluctuate based on the number of cases brought before the Court.

\*\* Domestic violence cases usually involve assault and battery against a spouse, partner, parent, child, brother, sister, ex-partner or other household member. The most prevalent causes of assault usually involve substance abuse, difficulties in communication, financial problems, and stress. Numbers reflect yearly crime trends.

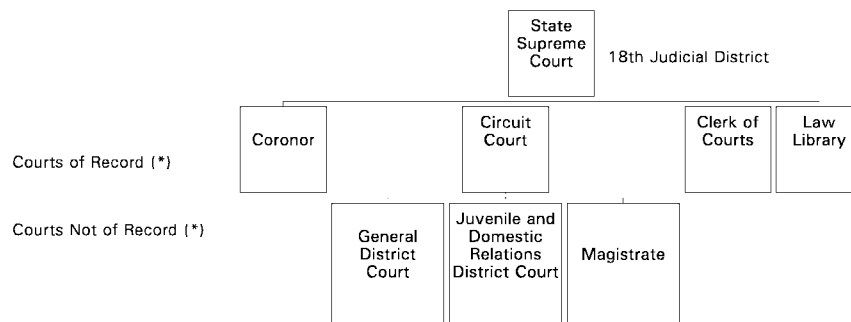
\*\*\* Domestic violence cases for Court Service Unit supervision have decreased slightly due to a general decrease in the number of cases coming before the Court on criminal charges.

\*\*\*\* Services interrupted in FY 2001 for a four month period due to staff vacancies.

### WORK SESSION NOTES AND COMMENTS

# JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

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NOTES: (\*) In a court of record, a transcript of the proceeding is taken; otherwise no transcription is taken



## JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

520 King Street, First Floor • Alexandria, VA 22314 • 703.838.4141  
Stephen W. Rideout, Chief Judge

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GOALS, FUNCTIONS AND RESPONSIBILITIES: To ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

### OBJECTIVE:

- To process the case workload of the Juvenile and Domestic Relations District Court.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	0
NON-PERSONNEL	23,268	33,948	33,609	33,609
CAPITAL GOODS OUTLAY	0	0	0	0
TOTAL EXPENDITURES	<u>23,268</u>	<u>33,948</u>	<u>33,609</u>	<u>33,609</u>
SPECIAL REVENUES AND OTHER SOURCES	0	0	0	0
TOTAL SPECIAL REVENUES AND OTHER SOURCES	0	0	0	0
GENERAL FUND	<u>23,268</u>	<u>33,948</u>	<u>33,609</u>	<u>33,609</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED (1.0%)

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Juvenile and Domestic Relations District Court reflects a decrease of \$339, or one percent, as compared to the Approved FY 2004 General Fund budget.
- This budget request maintains current levels of service.

### City Council Approved

- City Council approved this budget as proposed by the City Manager with no specific additions or deletions.

### Reductions and Savings

- Efficiency-based expenditure reductions totaled \$339.
- 

### DEPARTMENT DETAIL

In conformance with Title 16.1 of the Code of Virginia, the Juvenile and Domestic Relations District Court has jurisdiction in cases involving juvenile delinquency, juvenile traffic offenses, children in need of services (runaways and truants), child abuse or neglect, family abuse,

## JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

### DEPARTMENT DETAIL

petitions for order of protection, support enforcement, visitation and custody of minor children, abandoned children, foster care and entrustments, termination of residual parental rights, court consent for medical treatment, involuntary commitments to mental health facilities, and any other matters involving crimes committed by one member of the family against another family member or crimes committed against minors. The State establishes and pays the salaries of the Juvenile and Domestic Relations District Court judges and court administrative staff. The City pays for court-appointed lawyers, interpreters and expert witnesses in cases initiated by the City, telecommunications charges, office equipment maintenance and other non-personnel expenditures.

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### INDICATORS AND MEASURES

OBJECTIVE: To process the case workload of the Court.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Juvenile cases docketed*	6,844	6,470	6,214	6,152	6,091
Juvenile cases concluded**	3,264	3,177	3,113	3,082	3,052
Domestic relations cases docketed***	4,870	4,789	4,683	4,637	4,591
Domestic relations cases concluded****	2,358	2,608	2,230	2,208	2,186

\* Juvenile cases consist of custody, abuse and neglect, delinquency, traffic and CHINS (child in need of service or supervision) matters.

\*\* All juvenile cases not concluded in a given year are continued and included in the number of juvenile cases docketed for the following year.

\*\*\* Domestic relations cases consist of crimes committed against family members, crimes against minors, orders of protection and support matters.

\*\*\*\* All domestic relations cases not concluded in a given year are continued and included in the number of domestic relations cases docketed for the following year.

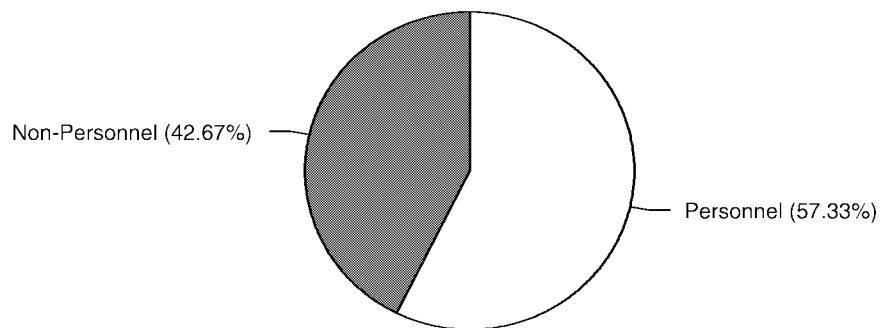
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### WORK SESSION NOTES AND COMMENTS

# LAW LIBRARY

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**FY 2005 Approved Expenditures by Type**



## LAW LIBRARY

520 King Street • Alexandria, VA 22314 • 703.838.4077  
Merrill Chertok, Law Librarian • merrill.chertok@alexandriava.gov

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**GOAL, FUNCTIONS & RESPONSIBILITIES:** To provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

### OBJECTIVE:

- To provide legal reference and research assistance to library patrons.

---

#### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	56,641	71,844	74,277	76,904
NON-PERSONNEL	61,718	58,870	57,246	57,246
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>118,359</u>	<u>130,714</u>	<u>131,523</u>	<u>134,150</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND*	<u>53,494</u>	<u>55,000</u>	<u>54,000</u>	<u>54,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>53,494</u>	<u>55,000</u>	<u>54,000</u>	<u>54,000</u>
GENERAL FUND	<u>64,865</u>	<u>75,714</u>	<u>77,523</u>	<u>80,150</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 5.9%

FULL-TIME POSITIONS	1.0	1.0	1.0	1.0
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\* Revenues budgeted in the Special Revenue Fund consist entirely of court-assessed filing fees for civil actions. Revenues from the Alexandria Bar Association and individual contributions are not reflected in the City's budget because these monies do not pass through the City's accounting system. These monies are managed directly by the Law Library.

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#### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Law Library, in the amount of \$77,523, reflects an increase of 2.4 percent, as compared to the Approved FY 2004 General Fund budget.
- This budget request maintains current levels of service. The increase in General Fund support is primarily attributable to an employee merit adjustment; offset by an efficiency-based expenditure reduction.

#### City Council Approved

- The Approved FY 2005 General Fund budget for the Law Library reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

## LAW LIBRARY

### Reductions and Savings

- Due to the size of the department, no vacancy factor was applied to the personnel budget.
  - Efficiency-based expenditures totaled \$757.
- 

### DEPARTMENT DETAIL

The Alexandria Law Library provides legal resources, library service and reference assistance (both manual and computerized) for the benefit of the judiciary, practicing attorneys, court personnel and the general public. The Law Library is funded by the City, the Alexandria Bar Association, individual contributions, and a court-assessed filing fee of \$4 for all civil cases filed in the Alexandria Circuit and General District Courts. Localities cannot increase this fee beyond its current level without authority from the State. The 2003 General Assembly considered legislation to remove the \$4 cap on the collection of fees, however, the legislation was defeated in committee.

#### **FY 1999 - FY 2003 Law Library Filing Fee Actual Revenues \***

Fiscal Year	Number of Cases Filed	Amount in \$
1999	15,804	63,216
2000	14,821	59,284
2001	14,892	59,568
2002	13,855	55,420
2003	13,374	53,496

\* Data have been revised from previously published documents to reflect more accurate reporting.

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### INDICATORS AND MEASURES

OBJECTIVE: To provide legal reference and research assistance to library patrons.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Average number of reference assists per month	450	441	418	395	375
Percentage of requests satisfied	80 %	80 %	75 %	75 %	70 %

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### WORK SESSION NOTES AND COMMENTS

# OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

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## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

**PROGRAM DESCRIPTION:** This category summarizes the City's contributions to regional, State, and private organizations that provide legal, correctional or animal welfare services for Alexandrians.

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<u>TOTAL FINANCIAL RESOURCES</u>				
	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	<u>3,688,343</u>	<u>3,882,620</u>	<u>4,064,407</u>	<u>4,064,407</u>
TOTAL EXPENDITURES	<u>3,688,343</u>	<u>3,882,620</u>	<u>4,064,407</u>	<u>4,064,407</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>199,190</u>	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>199,190</u>	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>
GENERAL FUND	<u>3,489,153</u>	<u>3,684,287</u>	<u>3,866,074</u>	<u>3,866,074</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 4.9%				

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for Other Public Safety and Justice Activities reflects an increase of \$181,787, or 4.9 percent, as compared to the Approved FY 2004 General Fund budget.
- The City's share to the Northern Virginia Juvenile Detention Home increased by \$31,321, or 2.9 percent, due to a 5.0 percent increase in the overall budget of the Detention Home.
- The City share for Sheltercare increased by \$26,068, or 4.8 percent from the FY 2004 Approved budget.
- The City's contribution to the Northern Virginia Criminal Justice Academy for operating costs associated with the training of Police and Sheriff sworn staff increases by \$7,685, or 1.8 percent, from the FY 2004 Approved budget.
- The Alexandria District Office of Adult Probation and Parole includes a recommended supplemental request of \$57,183, in addition to their base contribution of \$50,243, to create pay parity for State employees who are working side-by-side with City employees. This brings their total City contribution to \$107,426, an increase of 113.8 percent.
- The City's contribution to the Public Defender's Office is increasing by \$5,465, or 3.1 percent, primarily due to increased rent for leased space.
- The City's contribution to the Animal Welfare League of Alexandria, which operates the Animal Shelter, is determined by a contract. Costs are projected to increase by 3.5 percent over the FY 2004 Approved budget.

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### City Manager Proposed

- The City's contribution to the Peumansend Creek Regional Jail is proposed to increase by 4.9 percent over the FY 2004 Approved budget.

### City Council Approved

- City Council approved this budget as proposed by the City Manager with no specific additions or deletions.

### Supplemental Budget Request

#### Approved

- Additional Salary Supplements for Adult Probation and Parole \$57,183

This supplement is driven by the increasing disparity between State salaries and City pay scales. With the exception of the 2.25 percent increase granted to State employees effective December 31, 2003, the State has not granted any raises to the Adult Probation and Parole employees statewide since December of 2000. This supplemental request is approved to improve pay parity between State employees who are working side-by-side with City employees. An additional increase in this salary supplement may be necessary in the future to achieve full parity depending on the result of an analysis to be performed by the City's Personnel Office. Adult Probation and Parole must work with the City's Personnel Office and OMB must review the amount of salary supplements before this additional money will be released in FY 2005.

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## DEPARTMENT DETAIL

The Northern Virginia Juvenile Detention Home (NVJDH) serves Alexandria, Falls Church and Arlington County. It is responsible for the confinement of juveniles who are awaiting disposition of their cases by the Juvenile and Domestic Relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program. The NVJDH was first opened in 1960 as a 20-bed facility. It was remodeled and expanded in 1967 into a 43-bed facility and expanded to 60 pre-dispositional beds in March, 1995. A 10-bed post-dispositional unit opened in May, 1997, increasing the total number of beds to 70. The operating costs of the NVJDH are shared by the State and local participating jurisdictions. Each jurisdiction's share of funding is allocated based on a three-year average actual utilization rate formula.

The City's FY 2005 share increases by \$31,321, or 2.9 percent due to an overall increase of 5.0 percent in the Detention Home budget for FY 2005. The City's share of NVJDH expenses is calculated by applying the City's 3-year average facility utilization rate to the net of NVJDH expenditures less revenues from the State and other income.



## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>NORTHERN VIRGINIA JUVENILE DETENTION HOME</u>				
General Fund Expenditures	833,102	1,089,915	1,121,236	1,121,236

The Office of the Magistrate issues arrest warrants, summonses, subpoenas, and civil warrants and conducts bond hearings to set bail for individuals charged with a criminal offense. The Magistrate staff consists of four full-time and two part-time State employees and reports directly to the Chief Judge of the 18<sup>th</sup> Circuit Court. The Office of the Magistrate is funded predominantly by the State. The City's contribution offsets a portion of the office and non-personnel expenditures for the Magistrate.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>OFFICE OF THE MAGISTRATE</u>				
General Fund Expenditures	2,273	3,700	3,700	3,700

The Sheltercare Program is a 14-bed "less secure" facility located adjacent to the Northern Virginia Juvenile Detention Home. Sheltercare houses and provides counseling services for troubled youth, runaways and abused children from Alexandria and Arlington. The program was approved by City Council in April 1987, and the City entered into an agreement and a lease with the Northern Virginia Juvenile Detention Commission for the construction and operation of the shelter. The program is funded by the State through the Virginia Juvenile Community Crime Control Act (VJCCCA), the City and by Arlington County, which has an agreement with the City to purchase beds at the shelter.

The total City's share of \$643,735 to Sheltercare is partially funded with a \$73,250 credit from the FY 2003 audit reconciliation. The remaining \$570,485 General Fund contribution represents a 4.8 percent increase over the FY 2004 Approved budget.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>SHELTERCARE PROGRAM</u>				
General Fund Expenditures	530,940	544,417	570,485	570,485

The Coroner is required by law to investigate all accidental or unattended deaths, for which the City pays a fee of \$50 for each investigation.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>CORONER'S OFFICE</u>				
General Fund Expenditures	1,900	4,500	4,500	4,500

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

The Northern Virginia Criminal Justice Academy (NVCJA) provides certified training for sworn Police and Sheriff personnel and other law enforcement staff in 14 local governments and government-sanctioned organizations. The NVCJA is governed by a Board of Directors comprised of government officials from the participating jurisdictions and is administered by a Board-appointed Director. The City's contribution to the NVCJA operating budget is calculated based on the number of its sworn personnel as a percentage of the total sworn personnel in the participating jurisdictions.

The FY 2005 City share increases by 1.8 percent from FY 2004 Approved budget. The components of the FY 2005 City share are \$280,220 for the Police Department and \$160,813 for the Sheriff's Office.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
NORTHERN VIRGINIA CRIMINAL JUSTICE ACADEMY				
General Fund Expenditures	432,957	433,348	441,033	441,033

The Alexandria District Office of the Adult Probation and Parole Board of the Virginia Department of Corrections, provides supervision of and assistance and counseling to parolees and persons on probation who live within the City. The Adult Probation and Parole program was first established by the State in 1942, with the Alexandria office opening in 1978. In addition to furnishing pre/post-sentence reports to the Circuit Court, the Alexandria Probation and Parole Office operates an Intensive Supervision Program for high-risk offenders, a Home Electronic Monitoring Program for high-risk offenders, and a grant-supported Anti-Drug Abuse Intensive Probation/Supervision for Drug Offenders Program. In addition, the office participates in the Community Re-integration of Offenders Program and in the Domestic Violence Intervention Project. Alexandria's contribution provides the office with funding to supplement State salary levels. The Proposed FY 2005 General Fund budget includes a recommended supplemental request of \$57,183, to supplement salaries and bring them more in line with comparable City positions.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
ADULT PROBATION AND PAROLE BOARD				
General Fund Expenditures	50,243	50,243	107,426*	107,426*
* Includes an approved supplemental of \$57,183.				

The Public Defender serves as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses. The City contribution provides funding for rent, telecommunications and Westlaw on-line legal information expenses. The increase in the City's share of Public Defender's Office of \$5,465, or 3.1 percent, is primarily due to increased rent in the Public Defender's leased space.

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

<u>PUBLIC DEFENDER'S OFFICE</u>	<u>ACTUAL FY 2003</u>	<u>APPROVED FY 2004</u>	<u>PROPOSED FY 2005</u>	<u>APPROVED FY 2005</u>
General Fund Expenditures	184,268	174,681	180,146	180,146

The Alexandria Volunteer Bureau (AVB), a local non-profit organization, has operated the Alternative Community Service Program (ACSP) since 1998 on behalf of the City under the terms of a Unit Price Agreement where the City compensated the contractor from Non-Departmental Funds at a rate of \$70 for each client. On September 30, 2002 that contract expired. In February 2003, the City awarded the Request For Proposal (RFP) to the AVB and agreed to compensate the contractor at a rate of \$85 for each new client. Clients are referred from the Courts and Probation Officers within the City. The FY 2005 Proposed budget of \$30,000 is the same as the FY 2004 Approved budget.

<u>ALTERNATIVE COMMUNITY SERVICE PROGRAM</u>	<u>ACTUAL FY 2003</u>	<u>APPROVED FY 2004</u>	<u>PROPOSED FY 2005</u>	<u>APPROVED FY 2005</u>
General Fund Expenditures	19,295	30,000	30,000	30,000

The Animal Welfare League of Alexandria (AWLA) administers and operates the Alexandria Animal Shelter under contract with the City and provides services for sick, injured, stray, wild and orphaned animals. The AWLA seeks to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program. AWLA staff are responsible for cat and dog licensing; animal control patrols; and responding to reports of stray animals, suspected rabid animals, and suspected neglect and cruelty cases.

The new Vola Lawson Animal Shelter facility opened in the spring of 2002. The contract between the City and the AWLA expired in FY 2003 and is currently in the process of being re-negotiated. The City's final share of operating costs as well as the amount funded by the AWLA will be determined by the new contract upon its renewal. It is anticipated that the FY 2005 budget will be 3.5 percent more than the approved FY 2004 budget of \$873,950.

<u>ANIMAL WELFARE LEAGUE OF ALEXANDRIA</u>	<u>ACTUAL FY 2003</u>	<u>APPROVED FY 2004</u>	<u>PROPOSED FY 2005</u>	<u>APPROVED FY 2005</u>
General Fund Expenditures	954,642	873,950	904,538	904,538

The Peumansend Creek Regional Jail, located in Bowling Green, Virginia, in Caroline County, houses low-risk, non-violent inmates from the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, Loudoun and Prince William in a minimum security setting to free up local jail space for higher-risk inmates. The Regional Jail is designed with the capacity for 336 prisoners. The City is guaranteed a minimum of 50 beds. Member jurisdictions'

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

share of operating costs are based on the number of beds per jurisdiction. The City also pays its share of debt service costs for the construction of this facility. These costs are budgeted in the City's capital budget. For additional information on this facility, please refer to the City's Capital Improvement Program document, Peumansend Creek Regional Jail project. The City's contribution to the Regional Jail is 4.9 percent higher than the FY 2004 Approved Budget.

	ACTUAL	APPROVED	PROPOSED	APPROVED
<u>PEUMANSEND CREEK REGIONAL JAIL</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2005</u>
General Fund Expenditures	479,533	479,533	503,010	503,010

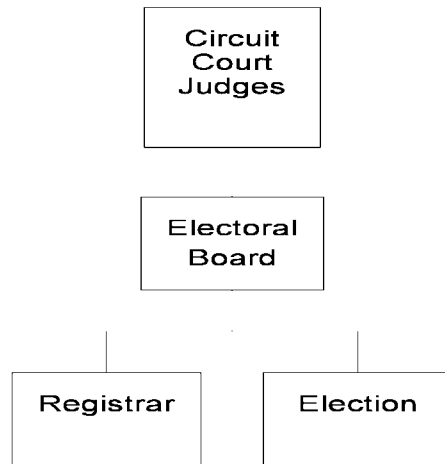
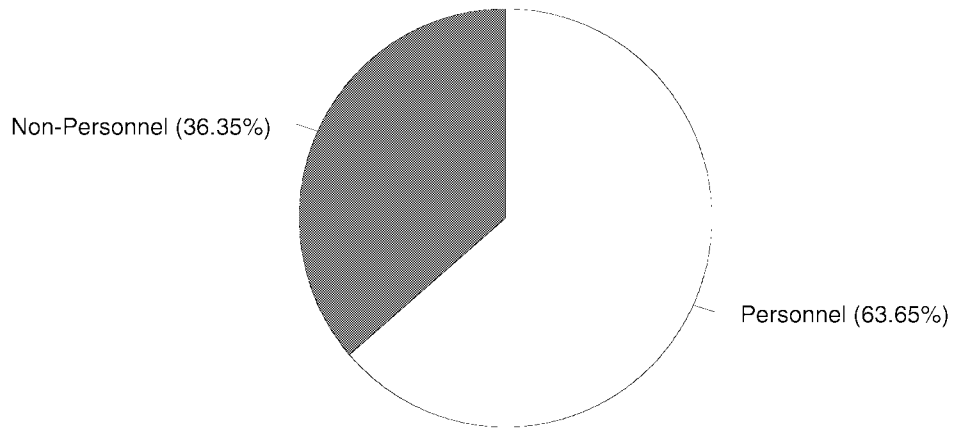
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### WORK SESSION NOTES AND COMMENTS

# REGISTRAR OF VOTERS

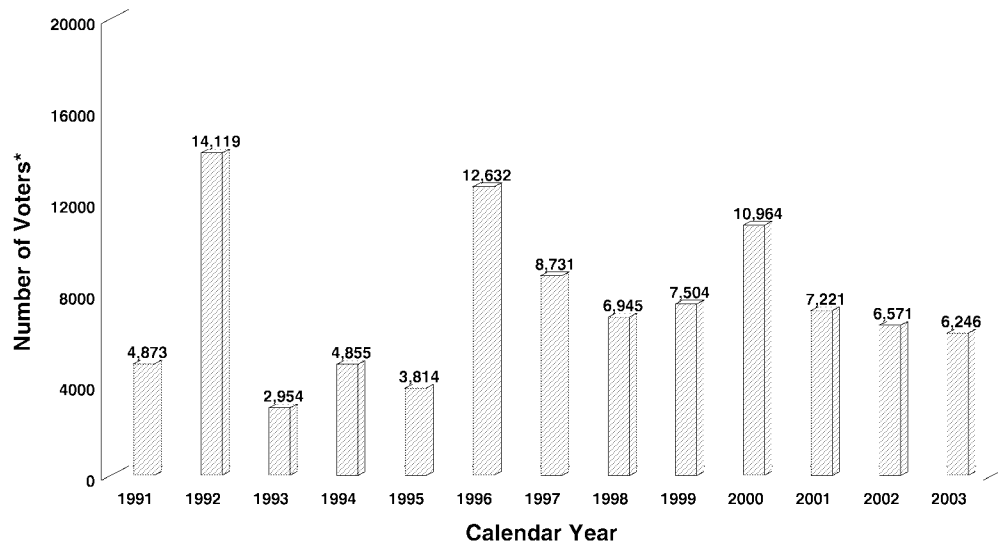
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## FY 2005 Approved Expenditures by Type



## REGISTRAR OF VOTERS

### New Alexandria Voters Registered 1991-2003



\* Voter registration follows a cyclical pattern, with the largest increases in new voters registered occurring in presidential election years (1992, 1996 and 2000).

## REGISTRAR OF VOTERS

132 N. Royal Street, Suite 100 • Alexandria, VA 22314 • 703.838.4050  
Thomas M. Parkins, Registrar of Voters • [thomas.parkins@alexandriava.gov](mailto:thomas.parkins@alexandriava.gov)

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To administer voter registration programs required and authorized by local, State and federal laws and the Alexandria Electoral Board including the accurate maintenance of voter registration rolls and to ensure the legality and integrity of the electoral process.

### OBJECTIVES:

- To increase the accuracy of voter records and the enfranchisement of Alexandria Voters.
  - To maintain voter registration services for all eligible citizens.
  - To maintain current voter registration records including inactive voters.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	526,977	569,218	593,052	607,305
NON-PERSONNEL	313,530	326,496	346,892	346,892
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>840,507</u>	<u>895,714</u>	<u>939,944</u>	<u>954,197</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>840,507</u>	<u>895,714</u>	<u>939,944</u>	<u>954,197</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 6.5%				
FULL-TIME POSITIONS	4.0	4.0	4.0	4.0

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Registrar of Voters reflects an increase of \$44,230, or 4.9 percent, as compared to the FY 2004 Approved General Fund budget. The Proposed FY 2005 budget will fund two elections: the general election to be held on November 2, 2004 for the U.S. President, Vice President, and House of Representatives; and the primary election to be held on June 14, 2004 for the Virginia Governor, Lieutenant Governor, Attorney General, House of Delegates, Commonwealth's Attorney and Sheriff.
- Proposed personnel expenditures in the amount of \$593,052 represent an increase \$23,834, or 4.2 percent, as compared to the Approved FY 2004 General Fund budget. The increase in personnel expenditures is primarily attributable to an anticipated presidential-year increase in activity and a large number of election officials that are to be appointed for election day; and the costs of employee merit adjustments in FY 2005.

## REGISTRAR OF VOTERS

### City Manager Proposed

- Total proposed non-personnel expenditures in the amount of \$346,892 represent an increase of \$20,396, or 6.2 percent, which is attributable to an adjustment made to the base budget to fund increased office space rental costs (\$9,103) and annual maintenance costs (\$20,250) for the new voting equipment purchased in FY 2004. These increases are partially offset by efficiency-based expenditure reductions of \$8,957.

### City Council Approved

The Approved FY 2005 General Fund budget for the Registrar of Voters reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- Due to the size of the department, no vacancy factor was applied to the personnel budget.
  - Efficiency-based expenditure reductions totaled \$8,957.
- 

## DEPARTMENT DETAIL

The Registrar of Voters manages a comprehensive program of year-round voter registration. The department registers voters during regular and extended hours at the Registrar of Voters' Office and at outreach sites convenient to all City neighborhoods. The Registrar provides services for candidates seeking election, absentee voters and voters with disabilities. The department compiles and preserves accurate records of registrations and elections.

The National Voter Registration Act (NVRA) has proven effective in making registration accessible and establishing safeguards that ensure the right to vote. Individuals may register by mail or in person at the Office of Voter Registration, the Virginia Department of Motor Vehicles (DMV), public assistance agencies and other convenient sites. In Calendar Year (CY) 2003, the Registrar's office received a total of 24,175 registration applications.

In March, 2000 the Alexandria Registrar of Voters established a co-location program at the Mill Road DMV branch. The object of this program is to provide more effective service to voters. The program provides for the presence of an Assistant Registrar to assist voters in completing their voter registration applications. The program has resulted in a dramatic reduction in the number of rejected applications as illustrated in the "Indicators and Measures" section below.

The State Board of Elections uses the U.S. Postal Service Change of Address program to help Registrars update voters' addresses. The Board sent address confirmation letters to 7,899 Alexandria voters in calendar year (CY) 2003. The Registrar's Office received 2,259 returned confirmations, which resulted in changing the addresses of 461 Alexandria residents, and forwarding 1,080 change of address requests to other localities for updating. Voters who did not reply to these letters were moved to a list of inactive voters and must update their addresses before they may vote again.



## REGISTRAR OF VOTERS

### DEPARTMENT DETAIL

Voter registration and voting follow a cyclical pattern, with the largest increases in new voters registered occurring in presidential years (1992, 1996, and 2000). This trend is illustrated in the graph entitled, "New Alexandria Voters Registered" above. In calendar year 2003, the department registered 6,246 new Alexandria voters. After accounting for individuals no longer eligible to vote in the City, Alexandria had a total of 71,425 active registered voters as of December 31, 2003.

The local Electoral Board appoints the Registrar to a renewable four-year term. The Board also appoints an elections administrator who is responsible for maintaining election equipment and supplies, overseeing polling places, contacting election officers, preparing ballots and mailing absentee ballots. The Board is composed of three members who are appointed by the Circuit Court for staggered three-year terms. The Code of Virginia requires that two of the three members of the Electoral Board belong to the same political party as the Governor, with the third member belonging to the opposing party.

Three elections were held in FY 2003: The November General Election for the United States Senate, U.S. House of Representatives, constitutional, bond issues and special use tax in which 34,796 people voted; the May General Election for City Council and School Board in which 20,221 people voted; and the June Democratic Primary Election for Virginia House of Delegates District in which 49,746 voted.

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### INDICATORS AND MEASURES

OBJECTIVE: [Registrar - DMV Co-Location] To increase the accuracy of voter records and the enfranchisement of Alexandria Voters.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Alexandria voter registration applications received, Mill Road DMV location	5,909	6,047	5,342	6,300	6,100
Rejected applications from Mill Road DMV location	125	208	166	195	190
Rate of rejection, Mill Road DMV location*	2.1 %	3.4 %	3.1 %	3.1 %	3.1 %
Alexandria voter registration applications received from other DMV offices**	10,395	8,699	8,522	9,000	8,700
Rejected applications from other DMV offices***	1,728	1,516	1,621	1,593	1,540
Rate of rejection from other DMV offices***	16.6 %	17.4 %	19.0 %	17.7 %	17.7 %

\* Applications are typically rejected when the voter fails to fully complete the application. As a result of the co-location program, an Assistant Registrar is present to assist registrants, resulting in a decrease in the number and rate of rejected applications.

\*\* Applications completed by Alexandrians at other DMV offices, primarily Fairfax County and Arlington County, are forwarded without the benefit of review by an Assistant Registrar.

\*\*\* Rejected applications are high due to mistakes made on the application or ineligible voters registering. The presence of an Assistant Registrar at the DMV allows those mistakes to be caught immediately.

## REGISTRAR OF VOTERS

### DEPARTMENT DETAIL

#### INDICATORS AND MEASURES

OBJECTIVE: [Registrar] To maintain voter registration services for all eligible voters.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Number of registration transactions completed successfully*	49,509	36,142	50,983	45,000	50,000
Registrations received from NVRA sources**	28,255	25,312	22,842	30,000	28,000
Total registrations from all sources	30,116	27,149	24,175	33,000 ***	26,000

\* Registration transactions include applications, changes of address and other administrative updates.

\*\* National Voter Registration Act, enacted March 1996.

\*\*\* Increase due to presidential year increased election activity.

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OBJECTIVE: [Registrar] To maintain current voter registration records including inactive voters.\*

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Total number of new Alexandria voters registered**	7,221	6,571	6,246	9,000	7,000
Total number of Alexandria registered voters***	84,044	86,423	85,314	88,000	85,000

\* Voter Registration data are measured on a calendar year basis. Year to year changes in these data are the result of the cyclical pattern of citizen interest in the electoral process, with the greatest voter participation occurring in presidential election years.

\*\* It should be noted that the number of registration applications completed generally exceeds the number of new voters registered because applications may have been submitted by non-citizens, persons not meeting the age requirement, duplicate application filings, or other errors/omissions in the initial application.

\*\*\* Deletions of individuals due to address changes and system purges account for the variation between this figure and the sum of new voters registered in a given year added to the prior year's total registered voters.

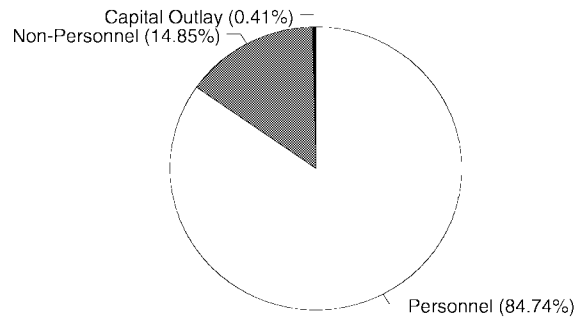
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### WORK SESSION NOTES AND COMMENTS

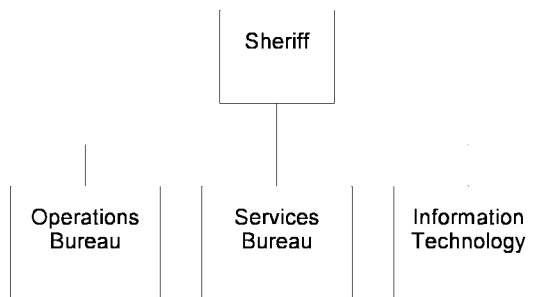
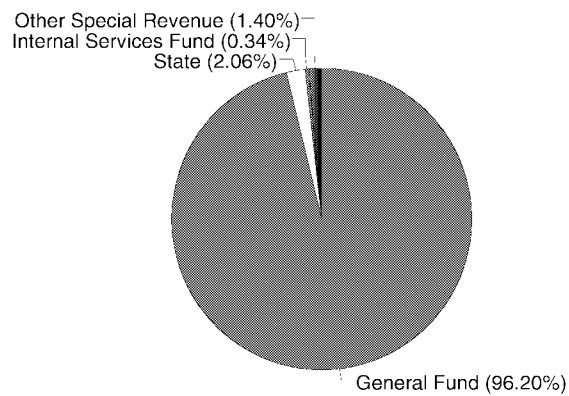
# SHERIFF

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## FY 2005 Approved Expenditures by Type



## FY 2005 Approved Expenditures by Fund



## SHERIFF

2003 Mill Road • Alexandria, VA 22314 • 703.838.4114  
James H. Dunning, Sheriff

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**PROGRAM GOAL:** To administer the Alexandria Detention Center (ADC) in a safe and secure manner for individual residents, staff, citizens, and volunteers; to provide safe and uninterrupted operation of all judicial proceedings at the City of Alexandria Courthouse; and to support the Court through timely service of legal processes and warrants.

### OBJECTIVES:

- To complete State-mandated recruit training for newly hired Deputy Sheriffs within one year from date of hire at the Northern Virginia Criminal Justice Academy (NVCJA).
- To acquire appropriate hardware and software for the Sheriff's Office users in an effort to give them the tools to expand productivity and improve their efficiency, and to properly maintain and update the hardware and software as needed to support the functions for which it was acquired.
- To provide effective bailiff and security services for the Circuit, General District, and Juvenile and Domestic Relations Courts, safeguarding the presiding Judge and court personnel, prisoners, and members of the general public.
- To evaluate, process, and place candidates for alternative sentencing programs, such as Work Release, Modified Work Release, or Incremental Sentencing.
- To maintain individuals within the Detention Center in a safe and secure manner.
- To accurately process individual record files regarding initial intake and subsequent releases.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	16,800,073	16,733,844	16,956,140	17,445,526
NON-PERSONNEL	3,435,557	3,088,595	3,057,607	3,057,607
CAPITAL GOODS OUTLAY	<u>421,861</u>	<u>98,524</u>	<u>84,895</u>	<u>84,895</u>
TOTAL EXPENDITURES	<u>20,657,491</u>	<u>19,920,963</u>	<u>20,098,642</u>	<u>20,588,028</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	1,347,298	1,225,123	712,352	712,352
INTERNAL SERVICES	<u>142,397</u>	<u>111,295</u>	<u>70,280</u>	<u>70,280</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>1,489,695</u>	<u>1,336,418</u>	<u>782,632</u>	<u>782,632</u>
GENERAL FUND	<u>19,167,795</u>	<u>18,584,545</u>	<u>19,316,010</u>	<u>19,805,396</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 6.6%				
FULL-TIME POSITIONS	211	211	212	212 *

\* Includes an approved supplemental request for 1.0 FTE new Sheriff Deputy to be assigned to the Northern Virginia Criminal Justice Academy, based on agreement with the Academy's Executive Committee and determined by the proportion of sworn personnel.

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## SHERIFF

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Office of the Sheriff reflects an increase of \$731,465, or 3.9 percent, as compared to the Approved FY 2004 General Fund budget.
- Due to limitations on the availability of special federal funds for perimeter security, 9 Sheriff's Deputy positions have been shifted from grants funding to the General Fund.
- Reflecting past experience and trends, the General Fund budgeted federal per diem revenues have been raised from \$4.5 million to \$5.3 million.
- Proposed FY 2005 personnel expenditures increased by \$222,296, or 1.3 percent due to the cost of employee merit adjustments and the recommended supplemental request for one new Deputy Sheriff to serve at the Northern Virginia Criminal Justice Academy.
- Proposed non-personnel expenditures decreased by \$30,988, or 1.0 percent, primarily due to expenditure reductions totaling \$185,846, as discussed below. These reductions were partially offset by an increase of \$105,741 in mandated medical services for inmates.
- Proposed capital goods expenditures are decreasing by \$13,629, or 13.8 percent. The department intends to replace two vehicles during FY 2005.

### City Council Approved

- The Approved FY 2005 General Fund budget for Office of the Sheriff reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- No vacancy factor was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$78,286.
- Marginal service-based expenditure reductions totaled \$107,559 and included a reduction of \$50,349 in overtime; a \$39,000 reduction to the City's contribution to Offender Aid and Restoration (OAR), a non-profit that offers pre-release training and services; and other equipment maintenance and fees for professional services.

### Supplemental Budget Requests

#### Approved

- Deputy for Northern Virginia Criminal Justice Academy (NVCJA) \$60,044

This supplemental request will fund 1.0 FTE Deputy Sheriff under an agreement with the NVCJA. The number of deputies assigned to the NVCJA depends on the number of sworn personnel in the Sheriff's Office.

## SHERIFF

### Supplemental Budget Requests

#### Approved

2. Mandated medical services to the inmate population \$105,741

This supplemental request provides mandated medical services and drug management to the inmate population in the Adult Detention Center.

3. Maintenance of Self-Contained Breathing Apparatus (SCBA) equipment \$6,000

This supplemental request will provide for the periodic inspection, testing and onsite repair of SCBA equipment, which will comply with OSHA standards.

4. Protective Vests \$25,795

This supplemental request provides for funding for new and replacement protective vests, which are required for sworn personnel and must be replaced every five years.

5. X-Ray Machine and Magnetometers \$13,200

This supplemental request will provide funds to purchase a portable x-ray machine and two magnetometers to improve safety and security at the Courthouse.

6. Replacement of Security Equipment \$6,000

This supplemental request will provide for the purchase of a 24-hour video recorder to be used in the Booking Unit of the Adult Detention Center. Additional funds to upgrade the CCTV system are not recommended for approval at this time.

7. Replacement of Office Furniture \$7,500

This supplemental request will provide funds to purchase conference tables and chairs for the Administrative Services conference room. Additional monies to replace desks and chairs used for staff roll calls is not recommended for approval at this time and may be reconsidered after repairs to the Public Safety Center are made.

#### Not Approved

- Upgrade CCTV system in the Adult Detention Center \$15,000
- Replacement furniture for staff roll calls and mandatory training \$11,300
- Transport duties for mental patients \$150,784

It should be noted that the Psychiatric Unit at INOVA Alexandria Hospital will be closing by September 2004. When the Unit closes the patients will need to be transferred to other hospitals outside of Alexandria including INOVA Mt. Vernon Hospital. The Contingent Reserves funding in the Non-Departmental account of the City budget would be the source to handle increased expenditures needed related to the closing and transporting of patients.

## SHERIFF

### DETAIL BY DIVISION

The Office of the Sheriff provides courthouse and courtroom security; serves warrants and legal documents issued by the courts; operates the Alexandria Detention Center; and manages the Comprehensive Community Corrections Act (CCCA), Pre-trial Services Act (PSA), and Alexandria Alcohol Safety Action Program (AASAP).

The City of Alexandria Detention Center houses individuals who are awaiting trial, serving sentences of up to two years or are awaiting transfer to a State correctional facility. The Detention Center has a rated capacity of 343. In FY 2003, the Detention Center housed an average daily population of 467. Of the 486 total prisoners in the Detention Center on February 16, 2004, 242 were local, 153 were federal and 53 were State prisoners. In addition, there were 38 local prisoners housed at the Peumansend Creek Regional Jail.

Administrative Services Division provides resources for Office of the Sheriff divisions to perform their duties and responsibilities efficiently and effectively. The Fiscal and Financial Management section manages the Office's financial resources through the preparation and administration of the operating and capital improvement budgets, overall financial planning, control of expenditures, procurement and payment for goods and services, including the payroll, safeguarding of Detention Center inmate assets, and management of the canteen services contract. Resources Management screens and recruits staff; prepares and maintains personnel records; ensures staff mandated training; prepares National, State and Department of Criminal Justice Services (DCJS) accreditations and certifications; and manages the Office's vehicle fleet.

<u>DIVISION: Administrative Services</u>	<u>ACTUAL FY 2003</u>	<u>APPROVED FY 2004</u>	<u>PROPOSED FY 2005</u>	<u>APPROVED FY 2005</u>
All Funds Expenditures	2,609,502	2,066,184	2,091,683	2,161,271 *
<u>FULL-TIME STAFFING</u>	17	17	18	18 *
* Approved supplemental funding for 1.0 FTE Sheriff Deputy to be assigned to the Northern Virginia Criminal Justice Academy. This amount also includes supplemental funding for the Self-Contained Breathing Apparatus (\$6,000); the protective vests (\$25,795); and the partial replacement of office furniture (\$7,500).				

# SHERIFF

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Administrative Services] To complete State mandated recruit training for newly hired Deputy Sheriffs within one year from date of hire at the Northern Virginia Criminal Justice Academy (NVCJA). \*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Deputies enrolled in 21 week training	12	15	23	9	9
Cost per deputy trained**	\$35,638	\$36,707	\$36,372	\$37,645	\$37,645
Percentage of deputies completed training and certified	100 %	100%	83%	100%	100%

\* Data have been modified from previously published documents to more accurately reflect actual statistics.

\*\* This cost is based on the City's cash contribution to NVCJA, salaries/benefits of in-house training staff and salaries/benefits of recruits while in training. Due to the fixed cost of the NVCJA contribution and the in-house training staff, a fewer number of recruits generally equates to a higher cost per deputy trained.

The Information/Technology Division plans and manages automated systems for the Office of Sheriff through software and hardware updates and maintenance, network administration, and operation of the Alexandria Justice Information System (AJIS) database.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Information/Technology				
All Funds Expenditures	382,698	396,798	402,283	414,971
FULL-TIME STAFFING	4	4	4	4

### INDICATORS AND MEASURES

OBJECTIVE: [Information Technology] To acquire the appropriate hardware and software for the Sheriff's Office users in an effort to give them the tools to expand productivity and improve their efficiency, and to properly maintain and update the hardware and software as needed to support the function(s) for which it was acquired.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total number of workstations	105	108	109	110	110
Total number of software updates installed	313	460	339	446	500
Average number of updates per workstation	3.0	4.3	4.0	4.0	4.5

The Judicial Services Division provides Courthouse and courtroom security and serves non-warrant legal documents issued by the Alexandria Circuit, Juvenile and Domestic Relations, General District, and State Appeals Courts.



# SHERIFF

## DETAIL BY DIVISION

<u>DIVISION:</u> Judicial Services	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	2,022,167	1,956,106	2,008,893	2,062,041 *
<u>FULL-TIME STAFFING</u>	24	24	24	24
* Includes an approved supplemental request for a portable X-ray machine and two magnetometers (\$13,200).				

## INDICATORS AND MEASURES

OBJECTIVE: [Judicial Services] To provide effective bailiff and security services for the Circuit, General District, and Juvenile and Domestic Relations Courts, safeguarding the presiding Judge and Court personnel, prisoners and members of the general public.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total number of civil, criminal and traffic trials supervised	75,791	74,367	73,985	76,600	76,500
Hourly staff costs of supervising trials	\$61.62	\$65.00	\$66.62	\$66.62	\$70.53
Percentage of trials successfully protected	100%	100%	100%	100%	100%

The Inmate Services Division classifies inmates in the detention center; manages inmate programs; coordinates more than 200 volunteers delivering inmate programs; manages community corrections programming for the courts and alternative sentencing programs including Work Release, Modified Work Release, Incremental Sentencing, and Electronic Monitoring; oversees mental health services, including the Sober Living Unit, a model jail-based therapeutic community program for drug and alcohol offenders; and manages the Electronic Home Monitoring Program which enables non-violent, low-risk offenders to stay with their families and maintain their employment or student status, or seek employment if unemployed, while serving out their sentence. The Electronic Home Monitoring Program, which has a maximum capacity of 15, is cost effective, and continues to be successful based on the number of offenders completing their sentences.

<u>DIVISION:</u> Inmate Services	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	1,680,129	1,702,581	1,627,721	1,682,562
<u>FULL-TIME STAFFING</u>	16	16	16	16

# SHERIFF

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Inmate Services] To evaluate, process, and place candidates for alternative sentencing programs, such as Work Release, Modified Work Release, or Incremental Sentencing.\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of individuals evaluated for alternative programs	400	384	153	210	300
Percentage of individuals accepted into alternative programs	65%	55 %	39 %	45%	51 %
Average cost per individual processed	\$120	\$195	\$157	\$114	\$96
Average monthly income per alternative program participant**	\$1,000	\$1,000	\$1,000	\$1,651	\$1,800

\* Data have been modified from previously published documents.

\*\* Work Release program revenue for which the Sheriff's Office receives 20% of the offender's salary. The amount of revenue collected varies from year to year due to the number of participants and the amount of their salaries.

The Security Division is the largest of the six Office of Sheriff Divisions. This Division provides inmate supervision and jail security. Specific duties include facility access control, the coordination of inmate visitation, and the oversight and management of inmates, as well as the perimeter security of the Public Safety Center.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Security				
All Funds Expenditures	9,355,118	9,109,281	9,243,386	9,489,972
FULL-TIME STAFFING	115	114 *	114	114

\* Reflects the transfer of a Deputy Sheriff IV position from Security to Support Services.

### INDICATORS AND MEASURES

OBJECTIVE: [Security Division] To maintain individuals within the Detention Center in a safe and secure manner.\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of inmate days per year	184,976	201,638	240,522	240,500	240,500
Average daily population **	388	430	467	460	460
Percentage of inmates maintained safely	100 %	100 %	100 %	100 %	100 %
Direct operating cost per inmate day ***	\$42.18	\$48.35	\$46.24	\$47.85	\$49.52

\* Data have been revised from previously published documents.

\*\* Includes local prisoners housed at the Peumansend Creek Regional Jail.

\*\*\* It is important to note that these cost data are understated to the extent that the amortized capital costs of the Detention Center were not included in this calculation.

# SHERIFF

## DETAIL BY DIVISION

The Support Services Division supports daily operational support to all divisions of the Office of Sheriff through facility management, inmate records management, prisoner transportation, warrant service and medical and food services contract management.

<u>DIVISION:</u> Support Services	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	4,370,684	4,417,859	4,436,421	4,488,956 *
<u>FULL-TIME STAFFING</u>	31	32 **	32	32
* Includes an approved supplemental request of \$105,741 for mandated medical services to inmates, and \$6,000 for the replacement of security equipment used in the Booking Center. ** Reflects the transfer of a Deputy Sheriff IV position to Support Services from Security.				

## INDICATORS AND MEASURES

OBJECTIVE: [Support Services] To accurately process individual record files regarding initial intake and subsequent releases.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of inmate files processed for initial commitment and release	16,718	20,000	23,154	23,500	23,500
Percent of files processed without error	99%	100%	100%	100%	100%
Average number of commitments and releases handled by record clerks per day	18	18	18	21	21
Number of warrants served	800	800	800	916	925

The Alexandria Alcohol Safety Action Program (AASAP) provides intervention, probation, and case management services to persons convicted of Driving Under the Influence (DUI) or other alcohol/drug related offenses. AASAP also provides information and education to the public in an effort to reduce the incidence of DUI. AASAP is funded by client fee revenue.

<u>DIVISION:</u> AASAP	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	237,193	272,154	288,255	288,255
<u>FULL-TIME STAFFING</u>	4	4	4	4

## WORK SESSION NOTES AND COMMENTS

# SHERIFF

Addendum Table I  
"Net City Share" of Office of Sheriff Operations

	FY 2003 Actuals	FY 2004 Approved	FY 2005 Proposed	FY 2005 Approved
Total Expenditures - All Funds	<u>\$20,657,491</u>	<u>\$19,920,963</u>	<u>\$20,098,642</u>	<u>\$20,588,028</u>
Special Revenue Fund Revenues				
Special Revenue Fund	1,347,298	1,225,123	712,352	712,352
Internal Services	142,397	111,295	70,280	70,280
Total Special Revenues	<u>1,489,695</u>	<u>1,336,418</u>	<u>782,632</u>	<u>782,632</u>
General Fund Expenditures (Total Expenditures Less Special Revenues)	<u>\$19,167,795</u>	<u>\$18,584,545</u>	<u>\$19,316,010</u>	<u>\$19,805,396</u>
Sheriff Related General Fund Revenues				
State Compensation Board	\$3,869,064	\$4,037,000	\$4,037,000	\$4,037,000
Federal Prisoner Per Diem	5,326,955	4,500,000	5,300,000	5,300,000
State Prisoner Per Diem	775,699	562,000	775,000	775,000
Sheriff's and Magistrate's Fees	28,416	26,000	26,000	26,000
Work Release Fees	<u>19,307</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total General Fund Revenues	<u>\$10,019,441</u>	<u>\$9,150,000</u>	<u>\$10,163,000</u>	<u>\$10,163,000</u>
Net City Share (General Fund Expenditures Less General Fund Revenues)	<u>\$9,148,354</u>	<u>\$9,434,545</u>	<u>\$9,153,010</u>	<u>\$9,642,396</u>

# SHERIFF

Addendum Table II  
Office of Sheriff Staffing, FY 2002 - FY 2005

	FY 2002 Actual	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	FY 2005 Approved
Sworn Positions:					
Sheriff	1	1	1	1	1
Undersheriff	1	1	1	1	1
Chief	1	1	1	1	1
Captain	4	4	4	4	4
Lieutenant	6	6	7	7	7
Sergeant	14	15*	14	14	14
Sheriff Deputy	<u>132</u>	<u>140</u> *	<u>140</u>	<u>141</u> **	<u>141</u> **
TOTAL SWORN	159	168	168	169	169
TOTAL CIVILIANS	<u>43</u>	<u>43</u>	<u>43</u>	<u>43</u>	<u>43</u>
TOTAL SHERIFF STAFF	<u>202</u>	<u>211</u>	<u>211</u>	<u>212</u>	<u>212</u>

\* Reflects the limited-term addition of 1 temporary Lieutenant and 8 temporary Deputies for Public Safety Center perimeter security. Although federal funds were sought for these positions, they are proposed to be paid with City General Funds in FY 2005.

\*\* Approved supplemental request for 1.0 FTE Sheriff Deputy to be assigned to the Northern Virginia Criminal Justice Academy.

# General Government

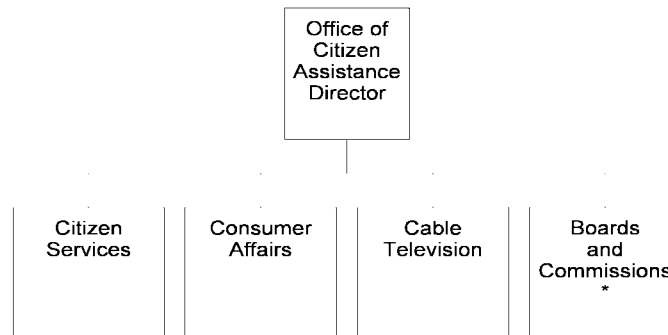
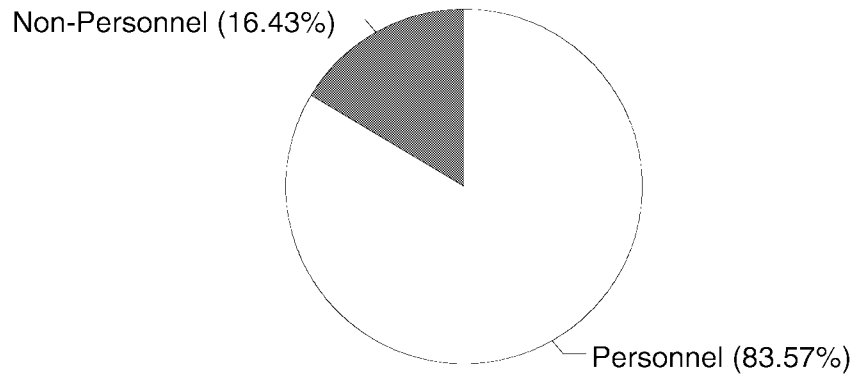
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Citizen Assistance  
Finance  
General Services  
Human Rights  
Information Technology Services  
Internal Audit  
Management and Budget  
Non-Departmental  
Office on Women  
Personnel Services  
Real Estate Assessments

# CITIZEN ASSISTANCE

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## FY 2005 Approved Expenditure by Type



\*Part-time staff

## CITIZEN ASSISTANCE

301 King Street, Room 1900 • Alexandria, VA 22314 • 703.838.4800  
Rose Boyd, Director • rose.boyd@alexandriava.gov

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To serve as the City's ombudsman and advocate for the residents of the City of Alexandria and resolve individual problems regarding City services or assist in obtaining necessary services; to encourage residents to seek out government services and assistance when needed; to inform the public about government policies and services; to serve as the Freedom of Information Office for the City; to monitor cable television operations for compliance with franchise provisions; and to provide effective cable TV subscriber and consumer complaint resolution.

### OBJECTIVES:

- To process formal (written) City Council requests for information and follow-up on requests from residents within 10 working days of their receipt; and process informal City Council requests for information and/or follow-up on residents' complaints within 24 hours of their receipt.
- To process all requests for City records and data under the Virginia Freedom of Information Act (FOIA) within 5 working days of their receipt.
- To investigate and resolve consumer complaints within 20 working days and answer routine inquiries immediately.
- To monitor the activities of the cable franchisee, process complaints, such as billing disputes, that cannot be resolved by the franchisee, and schedule the programming of and post information about City-sponsored meetings and events on the local government channel.

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#### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	431,021	500,086	503,434	519,959
NON-PERSONNEL	132,634	77,950	102,200	102,200
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>563,655</u>	<u>578,036</u>	<u>605,634</u>	<u>622,159</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>4,281</u>	<u>5,400</u>	<u>5,400</u>	<u>5,400</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>4,281</u>	<u>5,400</u>	<u>5,400</u>	<u>5,400</u>
GENERAL FUND	<u>559,374</u>	<u>572,636</u>	<u>600,234</u>	<u>616,759</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 7.7%				
FULL-TIME POSITIONS	7.0	7.0	7.0	7.0

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#### City Manager Proposed

- The Proposed FY 2005 General Fund budget for Citizen Assistance reflects an increase of \$27,598, or 4.8 percent, as compared to the Approved FY 2004 General Fund budget.



## CITIZEN ASSISTANCE

### City Manager Proposed

- The increase in personnel is attributable to the cost of employee merit adjustments. Personnel costs have been partially offset by the application of a two percent vacancy factor.
- Total proposed non-personnel expenditures in the amount of \$102,200 represent a \$24,250, or 31.1 percent, increase compared to the FY 2004 budget. The increase in non-personnel is due to \$30,000 added to contract closed captioning of City Council meetings (a change planned to be instituted in FY 2004). This increase is partially offset by the efficiency reduction in the amount of \$5,750.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Office of Citizen Assistance reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$10,264, or 2.0 percent, was taken from the personnel budget.
  - Efficiency expenditure reductions totaled \$5,750.
- 

## DEPARTMENT DETAIL

### Services to Residents

The Office of Citizen Assistance provides residents with an easily accessible point of contact within City government. The Office responds to individual requests for information and/or complaints regarding City services and strives to make local government more responsive to the needs of its residents. The Office provides staff assistance to six boards and commissions, assists in the City's public information functions during emergencies, processes appointments to all City Council-appointed committees, and performs other projects and assignments as directed by the City Manager. The Office is also responsible for processing all requests for City records and data under the Virginia Freedom of Information Act.

# CITIZEN ASSISTANCE

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To process formal (written) City Council requests for information and follow-up on resident requests within 10 working days of their receipt; and process informal City Council requests for information and/or follow-up on residents' requests within 24 hours of their receipt. \*

	Actual CY 2001	Actual CY 2002 /1	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Number of formal requests processed	130	58	143	150	150
Number of formal requests processed within 10 days**	108	37	86	140	140
Number of informal requests processed	86	86	216 ***	200	200
Percentage of informal requests processed within 24 hours	100 %	100 %	95 %	98 %	98 %

/1 Data has been revised from previously published budget documents.

\* In addition to the requests reported in the table, during FY 2003 the Office of Citizens Assistance received 151 e-mail requests.

\*\* Requests may take longer than 10 days to process due to the complexity of the issue or availability of the information.

\*\*\* The increase of informal requests is primarily attributable to residents requesting more information from City Council.

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### INDICATORS AND MEASURES

OBJECTIVE: To process all requests for City records and data under the Virginia Freedom of Information Act (FOIA) within 5 working days of their receipt. \*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of FOIA requests	506	474	519	500	500
Average days required to process each request	5	5	5	5	5
Percentage of requests processed within mandated 5-day time frame	95 %	76 %	84 %	90 %	90 %

\* Time can be extended, per State law, an additional 7 working days if required to produce documents. Extensions are generally required when files are very old and have to be retrieved from an offsite storage facility.

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### Consumer Affairs

The Office of Citizen Assistance includes the Consumer Affairs function, which seeks to resolve residents complaints alleging unfair, fraudulent or dangerous business practices, and to prevent unfair trade practices through community education and information programs. The Office also processes residents complaints and informational requests from Council Members, administers the City's Charitable Solicitations Ordinance, and registers fund-raising activities by charitable organizations.

## CITIZEN ASSISTANCE

### DEPARTMENT DETAIL

#### INDICATORS AND MEASURES

OBJECTIVE: To investigate and resolve consumer complaints within 20 working days and answer routine inquiries immediately.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of complaints received	400	386	398	400	400
Number of information requests received	8,000	9,585	8,496	8,000	8,000
Value of goods and services recovered for consumers*	\$140,000	\$93,969	\$128,567	\$140,000	\$140,000

\* Consumer Affairs staff monitor the dollar value of property and other recoveries.

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#### Cable Television

The Office of Citizen Assistance has responsibility for monitoring the cable television franchisee's performance in the City. This includes ensuring compliance with the City Code requirements and franchise agreement; processing complaints that cannot be resolved by the franchisee; scheduling programming and posting information about City-sponsored meetings and events on the local government channel; promoting, developing and coordinating the use of the governmental, educational and community cable channels; and providing staff support for the Alexandria Commission on Information Technology.

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#### INDICATORS AND MEASURES

OBJECTIVE: To monitor the activities of the cable franchisee, process complaints, such as billing disputes, that cannot be resolved by franchisee, and schedule the programming of and post information about City-sponsored meetings and events on the local government channel.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of complaints received	46	112 *	124	125	125
Number of meetings cablecast**	156	140	135	140	140
Number of requests for videotapes of meetings	61	37	19	40	50

\* Cable television franchisee's installation of new billing system which resulted in increased complaints received regarding billing services and difficulty contacting the franchisee due to large volume of calls.

\*\* Meetings that are cablecast include City Council, School Board, Planning Commission, Board of Zoning Appeals, and both panels of the Board of Architectural Review.

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#### Boards and Commissions

The Executive Secretary for Boards and Commissions within this office processes all appointments to City Council appointed boards, committees and commissions and provides administrative staff support. Please see City Council listing located in the Legislative and Executive tab of this document for a full listing of the City's Boards and Commissions.

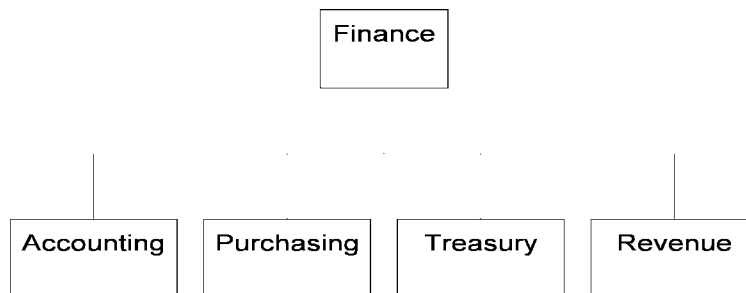
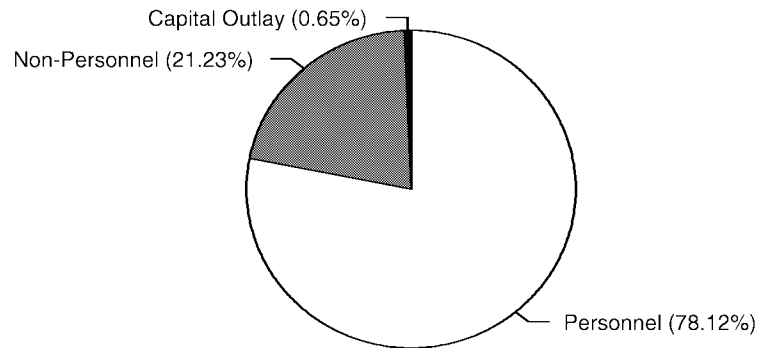
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#### WORK SESSION NOTES AND COMMENTS

# FINANCE

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**FY 2005 Approved Expenditures by Type**



## FINANCE

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting and purchasing practices.

### OBJECTIVES:

- To prepare timely and accurate accounting and financial reports in compliance with established Government Finance Officers Association (GFOA) standards.
  - To pursue an investment strategy yielding an average rate of return higher than the federal funds rate.
  - To mail tax bills to property owners at least 30 days prior to payment due date.
  - To collect outstanding parking violations.
  - To collect delinquent personal property taxes.
  - To procure goods and services for the City in a fair and equitable manner.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 AMENDED *	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	5,188,787	5,647,991	5,902,802	6,112,398
NON-PERSONNEL	2,291,049	1,707,726	1,661,087	1,661,087
CAPITAL GOODS OUTLAY	<u>36,620</u>	<u>60,325</u>	<u>50,800</u>	<u>50,800</u>
TOTAL EXPENDITURES	<u>7,516,456</u>	<u>7,416,042</u>	<u>7,614,689</u>	<u>7,824,285</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>45,568</u>	<u>58,525</u>	<u>50,000</u>	<u>50,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>45,568</u>	<u>58,525</u>	<u>50,000</u>	<u>50,000</u>
GENERAL FUND	<u>7,470,888</u>	<u>7,357,517</u>	<u>7,564,689</u>	<u>7,774,285</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 5.7%

FULL-TIME POSITIONS	92.0	91.0 *	92.0	92.0 **
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\* The FY 2004 Amended budget reflects approved supplemental funding for the addition of an Administrative Assistant in the Administration Division to provide assistance to the City's Pension Administrator; the transfer of a Clerk Typist II position from the Accounting Division to ITS to manage the City's telecommunications system billing function; and the elimination of one vacant Account Clerk II position in the Revenue Division as part of the 1.0 percent reduction to the FY 2004 budget.

\*\* The FY 2005 budget includes approved supplemental funding for the addition of a Benefits Specialist position (\$50,448) to provide assistance with the administration of the City's pension programs.

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### City Manager Proposed

- The proposed FY 2005 General Fund budget for the Finance Department reflects an increase of \$207,172, or 2.8 percent, as compared to the Amended FY 2004 General Fund budget.
- Proposed FY 2005 personnel expenditures represent a \$254,811, or 4.5 percent, over the Amended FY 2004 budget. This increase is largely due to merit increases and \$50,448 in recommended supplemental funding for the addition of a Benefits Specialist to assist with the administration of the City's pension programs.

## FINANCE

### City Manager Proposed

- Proposed FY 2005 non-personnel expenditures represent a \$46,639, or 2.7 percent, decrease as compared to the FY 2004 Amended budget. The FY 2005 non-personnel proposed budget includes recommended supplemental funding of \$8,100 to fund one-time costs for the Benefits Specialist position and \$30,000 in one-time temporary services funds for the Accounting Division to perform data analysis and records confirmation for the City's pension programs. This increase was totally offset by the expenditure reductions.
- The Proposed FY 2005 Information Technology Plan includes \$185,000 to purchase an automated debt collection system in order to enhance City delinquent tax collections.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Finance Department reflects all City-wide compensation adjustments for cost of living, health insurance, Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer cost increases.

### Reductions and Savings

- A vacancy factor of \$299,781, or 5.0 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$60,700, including the implementation of an advanced vehicle decal process for personal property tax collection purposes.
- Marginal service-based expenditure reductions totaled \$35,100, and are expected to positively effect service levels to the public. These savings are primarily attributable to a reduction in activities related to administering the Personal Property Tax Relief Act as the City is switching from a "positive affirmation" to an exception reporting system (which will save both the City and its taxpayers time and money).

### Supplemental Budget Requests

#### Approved

Pension Administration Expansion \$88,548

This supplemental request will fund the consolidation of all pension administration duties into one unit in the Finance Department, including the addition of a Benefits Specialist position and temporary services cost to perform data analysis.

## FINANCE

### DEPARTMENT DETAIL: RECENT HIGHLIGHTS

In FY 2003, the Finance Department renegotiated the City's contracts for comprehensive banking and investment services through the competitive bidding process, with contracts being awarded to Suntrust Bank and Fiduciary Trust Company International. As a result, the City will realize cost savings through processing efficiencies and be able to provide the City's residents and businesses with additional payment options.

In FY 2004, the introduction of "e-check" payment capabilities was added to the City's web site as an alternative to high cost credit card use.

### DETAIL BY DIVISION

Administration Division - provides overall planning, control, and supervision of the functions for which the department is responsible.

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration				
General Fund Expenditures	490,977	237,868	372,307 /1	389,693
FULL-TIME STAFFING	5	6 /2	7 /3	7 /3
/1 In FY 2005, a 5.0 percent vacancy factor was taken out of the Administrative Division.				
/2 Includes approved supplemental funding for the addition of an Administrative Assistant position to provide assistance to the City's Pension Administrator.				
/3 The FY 2005 budget includes approved supplemental funding for the addition of a Benefits Specialist position which will bring the Pension Administration staffing level to 3 positions.				

Accounting Division - is responsible for processing and recording the results of all financial operations; providing financial information and services to City departments; reporting this information to City, State and federal agencies, bond holders, and the public; and processing all accounts payable and payroll transactions.

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Accounting				
General Fund Expenditures	1,912,367	1,786,272	1,863,377	1,910,833
FULL-TIME STAFFING	20	19 /1	19	19
/1 In FY 2004, one Clerk Typist II position (\$38,150) was transferred from Finance to ITS to assist with the City's telecommunications system telephone billing and account tracking activities.				

# FINANCE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Accounting] To prepare timely and accurate accounting and financial reports in compliance with established Government Finance Officers Association (GFOA) standards.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Recipient of the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Number of substantive GFOA Certificate Comments*	7	4	5	7	7
Issuance of CAFR to Virginia Auditor of Public Accounts by the mandated deadline	Yes	Yes	Yes	Yes	Yes

\* In review of the Comprehensive Annual Financial Report (CAFR), GFOA reviewers issue corrective comments concerning disclosure practices. The number of comments issued fluctuates with changes in accounting rules.

Treasury Division - is responsible for collecting, processing, depositing, and investing all City revenues. This Division annually issues approximately 70,000 real estate tax bills, 109,000 personal property tax bills, and 115,000 delinquent parking notices. The Treasury Division also ensures the accurate processing of revenues, projects future cash needs and balances, and monitors the City's short-term investment portfolio.

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>DIVISION: Treasury</u>				
General Fund Expenditures	1,543,638	1,655,941	1,621,106	1,656,343
<u>FULL-TIME STAFFING</u>	18	18	18	18

### INDICATORS AND MEASURES

OBJECTIVE: [Treasury] To pursue an investment strategy yielding an average rate of return higher than the federal funds rate.\*

The City employs a conservative strategy for investing cash. The City's portfolio is managed to achieve the following objectives, in priority order: 1) safety and preservation of principal and interest, 2) liquidity, i.e., convertibility to cash, and 3) yield, i.e., earnings. In accordance with these objectives, the City invests 100 percent of its cash in the following: a) obligations of the U.S. government, b) obligations of U.S. government agencies, c) repurchase agreements that are fully collateralized by obligations of the U.S. government or U.S. government agencies and are held by the City's agent in the City's name, and d) Prime Quality Commercial Paper.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Average rate of return (percent)	5.62%	2.40%	1.40%	1.05%	1.25%
Average federal funds rate (percent)	5.73%	2.28%	1.42%	1.03%	1.20%
Number of basis points above or (below) average federal funds rate	(11)	12	(2)	2	5

\* A basis point is one-hundredth of one percent; the federal funds rate is the rate at which funds are traded between member banks of the Federal Reserve System and is used as a benchmark for measuring short term public fund portfolio performance.



## FINANCE

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Treasury] To mail tax bills to property owners at least 30 days prior to payment due date.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of days before the payment due dates that tax bills were mailed:					
First half real estate tax	35	36	41	35	35
Second half real estate tax	44	51	49	42	50
Personal property tax	59	60	63	64	60

OBJECTIVE: [Treasury] To collect outstanding parking violations.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total parking ticket revenues collected (in thousands)	\$3,058	\$2,767	\$2,775	\$2,800	\$2,800

Revenue Division - is responsible for assessing personal property taxes; assessing business license taxes; administering bank franchise taxes, meal sales taxes, transient occupancy taxes, and utility taxes; and administering the real estate tax relief, rent relief, and, since FY 1998, the personal property tax relief program for the elderly and disabled. The Revenue Division also provides State income tax assistance to City residents.

	ACTUAL <u>FY 2003</u>	AMENDED <u>FY 2004</u>	PROPOSED <u>FY 2005</u>	APPROVED <u>FY 2005</u>
<u>DIVISION:</u> Revenue				
General Fund Expenditures	2,719,667	2,837,824	2,855,761	2,940,813
<u>FULL-TIME STAFFING</u>	39	38 /1	38	38
/1 One Account Clerk II position was eliminated as part of the one percent reduction to all City General Fund budgets during the City Council's add/delete process.				

## FINANCE

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Revenue] To collect delinquent personal property taxes.\*

	Actual CY 2001	Actual CY 2002	Actual CY 2003 /1	Estimated CY 2004 /2	Projected CY 2005 /3
Number of delinquent cases pursued**	55,299	48,198	49,399	48,905	48,416
Number of cases resolved (collected/relieved)	27,566	21,175	23,936	23,697	23,460
Total amount of delinquent taxes collected/relieved (in thousands)	\$11,386	\$5,712	\$5,787	\$5,729	\$5,672
Average number of accounts collected by employee	2,757	2,118	2,394	2,370	2,346

\* Ad Valorem tax is reported on a tax year basis. The tax year for these taxes is the calendar year (CY). For this measure, delinquent personal property tax is counted as any personal property tax not paid by the October 5 due date.

\*\* The City aggressively levies a personal property tax even where individuals and businesses have failed to file. In most cases, these personal property tax bills are ultimately reduced or relieved. The validity of these bills cannot be known at the time personal property taxes are levied and therefore are included in the total levy and artificially reduce the City's collection rate.

/1 In CY 2003, the City participated in the Virginia Department of Taxation's Set-Off Debt Collection Program; the DMV Withhold Collection Program; and the use of a collection agency under contract to the City. In addition, the City has increased use of Revenue Division staff (in-house collections, delinquent mass mailings and in-house and external audits) in the pursuit of delinquent personal property tax debt and resolution of delinquent personal property tax accounts. Division staff have also continued to employ the "Filing By Exception" letter and delinquent personal property and business personal property "publication" letter mass mailings. All of the figures in CY 2003 represent cases solved and delinquent personal property tax collections/accounts relieved between November 1, 2002 and September 30, 2003.

/2 In CY 2004, it is expected that all available delinquent personal property and business tangible personal property collection programs (the DMV Withhold Collection Program, the Set-Off Debt Collection Program, the Collection Agency Collection Program, the Business Tax Field Inspections Program and various in-house collection programs) will be running at peak efficiency which will stabilize performance levels projected for CY 2003 and future years. Additionally, staff will increase participation in delinquent collection projects for business personal property utilizing mass mailings and in-house and external business tax audits.

/3 In CY 2005 the City Information Technology Plan funded in the Capital Improvement Plan includes funding for an automated debt collection system.

Purchasing Division - provides centralized procurement of goods and services for all City departments and agencies (excluding the School Board and the Library System) to ensure the economical acquisition of goods and services through fair competition.

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Purchasing				
General Fund Expenditures	804,239	839,612	852,138	876,603
FULL-TIME STAFFING	10	10	10	10

## FINANCE

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Purchasing] To procure goods and services for the City in a fair and equitable manner.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of bid protests lost by the City*	0	0	0	0	0
Number of seminars for small and minority business enterprises* *	4	4	4	4	4

\* Vendors can file bid protests with the City and then with the Circuit Court, if necessary.

\* \* The Purchasing Division attempts to honor at least 3 requests from organizations to participate in small and minority business outreach seminars. If time permits during the year, the Division participates in additional seminars.

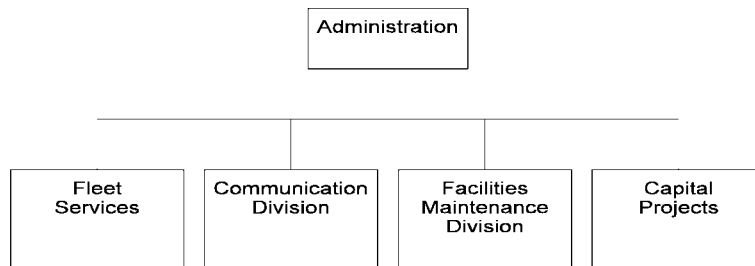
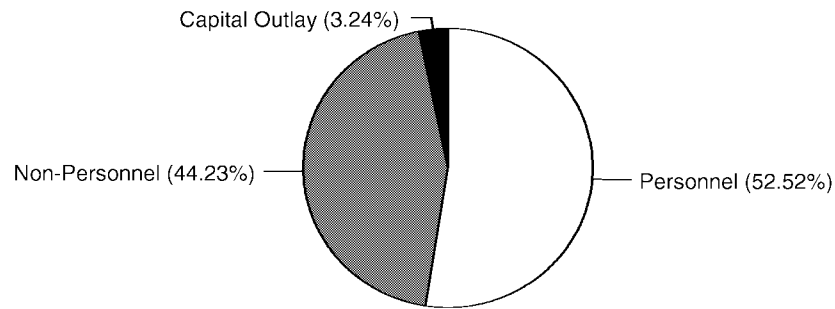
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### WORK SESSION NOTES AND COMMENTS

# GENERAL SERVICES

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**FY 2005 Approved Expenditures by Type**



## GENERAL SERVICES

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide quality, continuous support services to City agencies in the areas of motor vehicles, facilities, printing and graphics, and communications.

### OBJECTIVES:

- To provide service and maintenance to City-owned and leased buildings.
  - To provide construction management for building maintenance, repair, and renovation projects; and manage City utility usage.
  - To provide in-house production of graphics, typesetting, and printed material for all City agencies.
  - To process daily mail in a timely fashion.
  - To repair or to coordinate the repair of City motorized equipment.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL *	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	5,107,389	5,183,752	5,441,512	5,628,819
NON-PERSONNEL	5,979,899	4,437,241	4,740,550	4,740,550
CAPITAL GOODS OUTLAY	<u>122,035</u>	<u>114,000</u>	<u>347,623</u>	<u>347,623</u>
TOTAL EXPENDITURES	<u>11,209,323</u>	<u>9,734,993</u>	<u>10,529,685</u>	<u>10,716,992</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	1,735,238	0	0	0
INTERNAL SERVICES	<u>125,320</u>	<u>114,000</u>	<u>347,623</u>	<u>347,623</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>1,860,558</u>	<u>114,000</u>	<u>347,623</u>	<u>347,623</u>
GENERAL FUND	<u>9,348,765</u>	<u>9,620,993</u>	<u>10,182,062</u>	<u>10,369,369</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 7.8%

FULL-TIME POSITIONS	73.0	73.0	73.0	73.0
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\* Reflects up to \$2,000,000 received in FY 2003 as a one-time Special Revenue Cooperative Agreement Program (CAP) grant from the U.S. Marshal's office for perimeter security at the Public Safety Center.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for General Services reflects an increase of \$561,069, or 5.8 percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed FY 2005 personnel expenditures represent a \$257,760, or 5.0 percent, increase as compared to the Approved FY 2004 budget. This increase is largely due to merit increases; the reclassification of seven Construction Field Representative positions (\$32,423); and recommended supplemental funding for the two year overhire of a Capital

## GENERAL SERVICES

### City Manager Proposed

Projects Division Chief to administer the City's Capital Improvement Program (CIP) and supervise a staff of nine Project Managers and administrative support personnel (\$108,003).

- Proposed FY 2005 non-personnel expenditures represent a \$303,309, or 6.8 percent, increase as compared to the FY 2004 Approved budget. The FY 2005 non-personnel proposed budget includes recommended supplemental funding in the amount \$323,300 to maintain the current level of maintenance services at existing, expanded and newly acquired City facilities. The new and/or expanded facilities which contain approximately 70,000 square feet include Duncan Library, JobLink, Hoffman Public Safety Center and the Health Department and Mental Health Clubhouse at 4480 King Street. This increase was partially offset by a reduction in vehicular maintenance, vehicle parts and equipment and operating supplies.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Department of General Services reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$127,673, or 2.4 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$110,800.

### Supplemental Budget Requests

#### Approved

1. Overhire of Capital Projects Division Chief \$108,003

This supplemental will fund a Division Chief for the Capital Projects Division for two years to administer the Capital Improvement Program (CIP) and supervise a staff of nine Project Managers.

2. Maintenance Expenses \$323,300

This supplemental request will fund increased maintenance costs associated with program facilities coming online that exceed the previous space and infrastructure currently managed by the Department.

## GENERAL SERVICES

### Supplemental Budget Requests

#### Approved

3. Replace Compressed Natural Gas (CNG) Hybrid Sedans  
with Gas/Electric Hybrid Sedans

General Fund	\$1,075
Internal Services Fund	\$203,410

This supplemental request will fund the replacement of ten CNG hybrid sedans with gas/electric hybrid sedans one year earlier than scheduled due to changes in the Washington D.C. area that has affected the availability of compressed natural gas fuel.

#### Since FY 1995 to the Proposed FY 2005 Budget:

- The amount of square footage in building space maintained by the Department has increased by approximately 529,000 feet, from 1,320,000 square feet to 1,849,000 square feet, or 40.1 percent;
- The City's motor pool has increased by 208 vehicles, from 592 vehicles to 800 vehicles, or by 35.1 percent;
- The Department's full-time staff positions has increased by 4 positions, from 69 positions to 73 positions, or by 5.8 percent.

To minimize personnel increases, General Services continues to contract out services where it is deemed cost effective, including custodial services; City Hall building security; elevator, generator, and security system maintenance; and parking facilities operation/management. Additionally, contractors are used for one-time or peak workload tasks and those tasks beyond the capability of City staff. The introduction of increasingly sophisticated electrical systems and components with associated electronics for HVAC, security, and life safety systems will see this trend continuing. However, there continues to be a demand for increased training for City personnel on this state-of-the-art-technology. The Fleet Services Division's *Fleet Maintenance Management Information System* has been implemented to help improve and measure the effectiveness and efficiency of the Vehicle Maintenance Shop. Additionally, the Facilities Maintenance Division has implemented a *Computerized Maintenance Management System* to track maintenance costs and histories, perform preventative maintenance and allow the Division to conduct predictive maintenance for replacing major components of building systems.

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### DETAIL BY DIVISION

Administration Division - is responsible for providing overall planning, direction, and supervision of the Department; coordinates the scheduling of City Hall meeting rooms and Market Square events; and manages and administers leases.

## GENERAL SERVICES

### DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	778,396	718,688	918,234 *	943,810
<u>FULL-TIME STAFFING</u>	8	8	8	8
* A 2.4 percent department-wide vacancy factor (\$127,673) is reflected in the Administration Division.				

Facilities Maintenance Division - is responsible for maintaining 90 City buildings, including City Hall, the Alexandria Courthouse, the Public Safety Center, the Human Services Building, the Lee Center, recreation centers, and libraries. The Division is also responsible for providing periodic maintenance of heating and cooling systems; electric and plumbing systems; security and fire alarm systems; and structural, roofing, cosmetic, and custodial maintenance; as well as supporting events on Market Square, including the weekly Farmer's Market; and maintaining the Torpedo Factory area waterfront plaza and piers. This Division also assumed responsibility for the maintenance of the Burke Branch Library and the new Vola Lawson Animal Shelter in FY 2003.

<u>DIVISION:</u> Facilities Maintenance	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	4,089,017	4,388,940	4,694,264	4,757,088 *
<u>FULL-TIME STAFFING</u>	26	26	26	26
* Includes approved supplemental funding of \$323,300 to fund increased maintenance costs associated with program facilities coming online.				

### INDICATORS AND MEASURES

OBJECTIVE: [Facilities Maintenance] To provide service and maintenance to City-owned and leased buildings.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Gross square footage of buildings (thousands)	1,522	1,591	1,691	1,773	1,849
Annual Costs Per Square Foot	\$2.65	\$2.48	\$2.45	\$2.48	\$2.40

Capital Projects Division - is responsible for providing construction management for building maintenance, repair, and renovation projects; and managing City utility usage.



# GENERAL SERVICES

## DETAIL BY DIVISION

<u>DIVISION:</u> Capital Projects	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	1,469,809	1,539,157	1,711,575	1,739,545 *
<u>FULL-TIME STAFFING</u>	6	6	6	6
* Includes approved supplemental funding in the amount of \$108,003 for a two year overhire Capital Projects Division Chief.				

### INDICATORS AND MEASURES

OBJECTIVE: [Capital Projects Division] To provide construction management for building maintenance, repair, and renovation projects; and manage City utility usage.

	Actual FY 2001 *	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total Number of Projects	--	46	52	43	39
Number of Project Managers	--	7	7	8 **	8

\* Data were not available prior to FY 2002.

\*\* Includes a Senior Project Manager assigned to the Administration Division.

Communications Division - is composed of two sections that support all City agencies: the Print Shop and the Mail Room. The Print Shop provides typesetting, graphic arts, printing, binding, and forms production services. The Mail Room provides copying, postal and messenger, parcel delivery, and facsimile (FAX) services.

<u>DIVISION:</u> Communications	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	647,942	550,177	485,092	502,700
<u>FULL-TIME STAFFING</u>	10	10	10	10

### INDICATORS AND MEASURES

OBJECTIVE: [Print Shop] To provide in-house production of graphics, typesetting, and printed material for all City agencies.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of printing requests	1,270	1,344	1,220	1,256	1,260
Number of graphic/typesetting requests	535	612	545	532	520

## GENERAL SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Mail Room] To process daily mail in a timely fashion.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Pieces of mail processed annually (thousands)	646	607	594	580	568
Percentage of mail processed within 24 hours	100%	100%	100%	100%	100%

Fleet Services Division - is responsible for managing the City's motor equipment fleet, including the acquisition, maintenance, fueling, and disposal of motor vehicles; and operating a parts supply center.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Fleet Services				
General Fund Expenditures	2,363,601	2,424,031	2,372,897	2,426,226
FULL-TIME STAFFING	23	23	23	23

#### INDICATORS AND MEASURES

OBJECTIVE: [Fleet Services Division] To repair or to coordinate the repair of City motorized equipment.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of motorized equipment units	700	713	764	780	800
Number of repairs	7,402	7,111	7,930	8,090	8,250
Average number of direct labor hours per repair	2.00	2.20	2.20	2.20	2.20
Number of Direct Labor Hours	14,749	16,376 *	17,252	18,000	18,600

\* Data have been revised from previously published budget documents.

In FY 2004, General Services has undertaken or will complete a number of major construction and renovation projects, including the following:

- Renovation of the Lloyd House;
- Addition to and the remodeling of the Durant Recreation Center;
- Design work for the expansion of the Duncan Branch Library;
- Installation of a high performance emergency generator for City Hall;
- Roof replacements of City Hall, Barrett Library, Duncan Library and Patrick Henry Center;
- Security modifications to the Public Safety Center;
- Roof, HVAC, and exterior renovations to Gadsby's Tavern;
- Health Department and Mental Health Clubhouse relocation;
- Interim relocations for the Police Department relative to a replacement facility;
- Undertaking site selection and land acquisition for a replacement Police facility.

## GENERAL SERVICES

### DETAIL BY DIVISION

In addition, the Department is scheduled to manage major maintenance and capital projects at over 90 City facilities in FY 2004. These projects and projects contemplated for future years are detailed in the City's FY 2005 to FY 2010 Capital Improvement Program document.

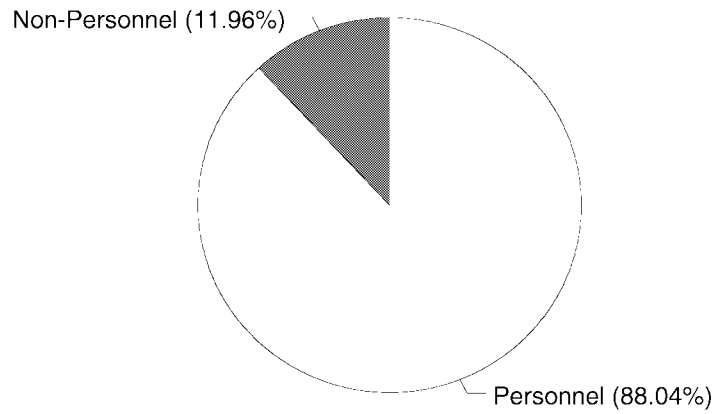
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### WORK SESSION NOTES AND COMMENTS

# HUMAN RIGHTS

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## FY 2005 Approved Expenditures by Type



## HUMAN RIGHTS

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Jean Kelleher Niebauer, Director • [jean.niebauer@alexandriava.gov](mailto:jean.niebauer@alexandriava.gov)

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To work toward achieving the goal of eliminating discrimination in the City of Alexandria, the Office of Human Rights enforces federal and City anti-discrimination laws. As both a City department and a Fair Employment Practices Agency (FEPA) of the U.S. Equal Employment Opportunity Commission (EEOC), the Office has specific activities and procedures to accomplish its objectives: investigation, mediation, conciliation, and referral for litigation of specific charges of unlawful discrimination; training and technical assistance; and public education.

### OBJECTIVES:

- To investigate, evaluate the validity of, and resolve complaints that allege violations of federal and City anti-discrimination laws (e.g., the City's Human Rights Ordinance, Title VII of the U.S. Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act (ADEA), and the Americans with Disabilities Act (ADA)).
- To implement and monitor compliance with the City's Affirmative Action Plan; to troubleshoot and assist managers, supervisors and employees with diversity issues; to coordinate the Diversity Training Program for all City employees; and to recruit diverse applicants for City positions.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	346,083	404,177	411,658	424,351
NON-PERSONNEL	70,293	61,303	57,648	57,648
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>416,376</u>	<u>465,480</u>	<u>469,306</u>	<u>481,999</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
GENERAL FUND	<u>416,376</u>	<u>440,480</u>	<u>444,306</u>	<u>456,999</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 3.8%				
FULL-TIME POSITIONS	5	5	5	5

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Office of Human Rights reflects an increase of \$3,826, or less than one percent, as compared to the Approved FY 2004 General Fund budget.

## HUMAN RIGHTS

### City Manager Proposed

- Total proposed funding for personnel expenditures in the amount of \$411,658 represents an increase of \$7,481, or 1.9 percent, as compared to the Approved FY 2004 General Fund budget. The increase is partially attributable to the planned merit increases for employees in FY 2005.
- Total proposed funding for non-personnel expenditures in the amount of \$57,648, represents a decrease of \$3,655, or 6.0 percent, as compared to the Approved FY 2004 General Fund budget. The decrease is primarily attributable to the expenditure reduction options.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Office of Human rights reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- Due to the size of this agency, no vacancy factor was applied to the personnel budget.
- Efficiency-based expenditure reductions totaled \$3,000.
- Marginal service-based expenditure reductions totaled \$1,405 and are reflected in photocopying and recruitment.

### Supplemental Budget Requests

#### Approved

1. Funding to maintain an existing overhire position \$30,000

This supplemental request will fund the continuation of a full-time, limited-term overhire Human Rights Investigator position to provide assistance with the investigative workload.

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## DEPARTMENT DETAIL

The Office of Human Rights receives and investigates complaints of discrimination in the areas of employment, housing, commercial real estate, education, public accommodations, health and social services, credit, and from City contracts on the basis of race, color, religion, gender, national origin, marital status, familial status, age, disability and sexual orientation in accordance with the provisions of the City's Human Rights Ordinance. The Office of Human Rights is under contract with the U.S. Equal Employment Opportunity Commission

# HUMAN RIGHTS

## DEPARTMENT DETAIL

(EEOC) to serve as a Fair Employment Practices Agency (FEPA), providing the resolution of EEOC complaints within the City. The contract subsidizes investigation of complaints originating in the City of Alexandria.

The Office of Human Rights also provides training and technical assistance to employers, real estate agents and brokers, and others in such areas as sexual and racial harassment, rental policies and practices, cultural awareness, and the law, especially the Civil Rights Act of 1964, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. The Office and the Human Rights Commission conduct outreach to inform businesses, employees and the general public about rights, responsibilities and the role of the Office and the Commission.

## AFFIRMATIVE ACTION

The Affirmative Action function was transferred from the City Manager's Office to the Human Rights Office, effective July 1, 2002. The Affirmative Action Officer is responsible for preparing, implementing, and monitoring the City's Affirmative Action and Equal Opportunity Program through the analysis of employment data, the identification of problem areas, and the development of methods to eliminate any discriminatory practices within the City's employment system. The Affirmative Action Officer also actively recruits diverse applicants for City positions, works closely with resident-based commissions involved with affirmative action/diversity issues, and is responsible for maintaining and improving liaisons with the City's minority communities.

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## INDICATORS AND MEASURES

OBJECTIVES: [Human Rights] To investigate, evaluate the validity of, and resolve complaints that allege violations of federal and City anti-discrimination laws (e.g., the City's Human Rights Ordinance, Title VII of the U.S. Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act (ADEA), and the Americans with Disabilities Act (ADA)).

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of formal complaints filed*	82	79	51	100	110
Number of formal complaints resolved**	71	108	102	110	120
Number of informal complaints received***	1,320	1,250	1,200	1,000	1,000
Number of informal complaints resolved	1,150	1,226	1,080	900	900
Monetary compensation to discrimination victims****	\$17,029	\$197,654	\$390,719	\$200,000	\$200,000

\* A formal complaint is defined as an actual investigation pertaining to violations of the City's Human Rights Ordinance, Title VII, the ADA, or the ADEA.

\*\* Complaint resolution may span multiple fiscal years.

\*\*\* The data for informal complaints reflect the number of complaint questionnaires requested by individuals who believed they were the victims of discrimination. The data also reflect inquiries from the public that do not meet the criteria for a formal complaint.

\*\*\*\* Amounts do not include court awards or settlements received after a right-to-sue notice has been issued by the EEOC and the department's case is closed.

# HUMAN RIGHTS

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVES: [Affirmation Action] To implement and monitor compliance with the City's Affirmative Action Plan; to troubleshoot and assist managers, supervisors and employees with diversity issues; to coordinate the Diversity Training Program for all City employees; and to recruit diverse applicants for City positions.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of diversity training programs held	10	10	6	10	10
Number of employees trained (Diversity Classes)*	225	225	150	175	175
Affirmative Action Plan Advisory Committee meetings	12	12	6	6	6
Affirmative Action status reports published**	2	2	2	2	2
Technical assistance meetings with managers and supervisors***	n/a	n/a	30	36	36
Number of employees assisted***	n/a	n/a	250	250	250
Recruitment/Outreach activities***	n/a	n/a	24	24	24

\* The Department of Personnel Services coordinates and received fewer requests by City agencies for Diversity Classes in FY 2003.

\*\* Workforce Utilization report and Applicant Tracking report.

\*\*\* New measures beginning in FY 2003 (personal consultations with employees average 5 per week).

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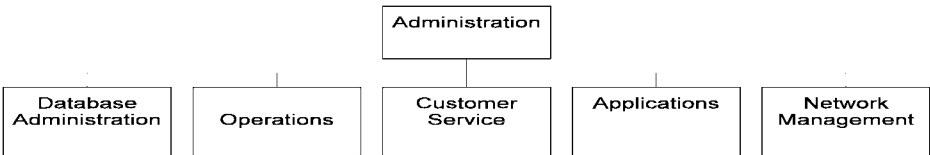
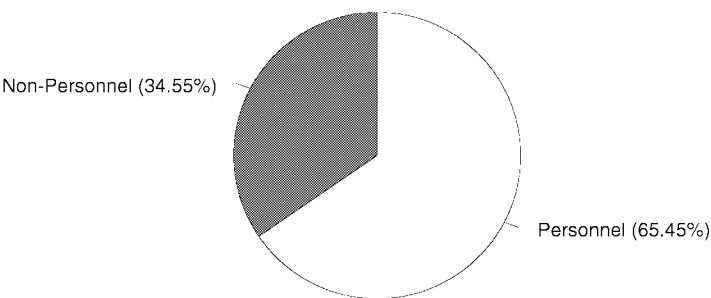
## WORK SESSION NOTES AND COMMENTS



# INFORMATION TECHNOLOGY SERVICES

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**FY 2005 Approved Expenditures by Type**



## INFORMATION TECHNOLOGY SERVICES

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide City agencies with reliable information technology services, using the most cost-effective and efficient means available. Information Technology Services (ITS) is responsible for maintaining the City's information infrastructure by providing networked computing services and supporting office automation for all City agencies.

### OBJECTIVES:

- To provide a variety of services to City Council and City staff, including CityNet support, desktop publishing, print and media production and word processing.
- To provide information to the public regarding services available from City government by developing Web Site Home Pages for each City department.
- To upgrade server and workstation networked environment.
- To increase the capacity of the City government's local area networks (LANs) in order to provide an environment which is able to support the increased throughput demands of new systems, such as GIS.
- To provide Wide Area Network fiber optic connectivity between City facilities/departments so that information can be shared electronically across networks at high speed.
- To make computer training available to City staff in all significant applications and systems.
- To provide first level computer problem (trouble calls) support to City staff computer users.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 AMENDED *	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	3,988,177	4,468,701	4,643,186	4,797,071
NON-PERSONNEL	2,581,081	2,446,038	2,531,938	2,531,938
CAPITAL GOODS OUTLAY	<u>17,296</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>6,586,554</u>	<u>6,914,739</u>	<u>7,175,124</u>	<u>7,329,009</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>619,938</u>	<u>765,000</u>	<u>765,000</u>	<u>765,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>619,938</u>	<u>765,000</u>	<u>765,000</u>	<u>765,000</u>
GENERAL FUND	<u>5,966,616</u>	<u>6,149,739</u>	<u>6,410,124</u>	<u>6,564,009</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 6.7%

FULL-TIME POSITIONS	56.0	57.0 *	57.0	57.0
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\* In FY 2004, the Approved budget was amended to reflect the transfer of one Clerk Typist II position (\$38,150) from Finance to ITS to assist with the City's telecommunications system billing function.

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## INFORMATION TECHNOLOGY SERVICES

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Information Technology Services Department reflects an increase of \$260,385, or 4.2 percent, as compared to the Amended FY 2004 General Fund budget.
- Proposed FY 2005 personnel expenditures represent a \$174,485, or 3.9 percent, increase over the Amended FY 2004 budget. This increase is attributable to the cost of employee merit adjustments.
- Proposed FY 2005 non-personnel expenditures represent a \$85,900, or 3.5 percent, increase from the FY 2004 Amended budget. The FY 2005 non-personnel proposed budget includes recommended supplemental funding in the amount of \$147,000 to fund the cost to manage and maintain the City's mainframe-based Integral Payroll and Human Resource application. This increase was partially offset by the ITS expenditure reductions in the amount of \$61,100.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Information Technology Department reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$115,602, or 2.5 percent, was taken from the personnel budget.
- Efficiency-based expenditure reduction options totaled \$61,100.

### Supplemental Budget Requests

#### Approved

- |                                    |           |
|------------------------------------|-----------|
| 1. Payroll Programming and Support | \$147,000 |
|------------------------------------|-----------|

This supplemental request will fund the cost of managing and maintaining the City's mainframe-based Integral Payroll and Human Resource application.

---

## DEPARTMENT DETAIL

The Information Technology Steering Committee (ITSC), composed of representatives from the City's top-level management, was established in October 1987 to advise the City Manager on the planning and prioritization of the City's management information systems and services and to coordinate all major computer hardware and software acquisitions.

## INFORMATION TECHNOLOGY SERVICES

### DEPARTMENT DETAIL

The ITSC has recommended the following long-term strategy for addressing the City's current and future information processing needs:

- Give priority to addressing urgent public safety and public health needs; meeting legal requirements; maintaining vital financial processes; exploiting all available non-City resources for funding; and attaining quantifiable returns on investment;
- Identify the cost of ITS internal services to user departments and agencies in the budget document to more accurately reflect the cost of services provided (see Addendum Table I in this section);
- Where cost effective, use outside contractors to meet applications and maintenance needs as an alternative to hiring additional City staff;
- Continue to take advantage of new communications technology in order to deliver cost effective services and to improve public access to City services and information; and
- Reduce the need for training and facilitate rapid deployment of new systems by striving to employ a uniform integrated user interface for all ITS applications.

Reflecting the critical role of technology and the need for an on-going funding source for IT projects, the City's Capital Improvement Program (CIP) has included Information Technology funding since the FY 1998 - FY 2003 CIP. This portion of the CIP is also presented in a separate document, the six-year Information Technology Plan, and is available from the ITS department. This plan guides the City's strategic investment in essential technology systems and includes the essential projects necessary to maintain critical systems, and to continue to lay the groundwork and infrastructure necessary for future technological enhancements. For information on the current Information Technology Plan, please refer to the City's FY 2005 - FY 2010 Capital Improvement Program document or the stand-alone FY 2005 to FY 2010 Information Technology Plan.

Major accomplishments of the department since the preparation of the FY 2004 budget include:

#### Operations (Network and Security Services):

- Increased the number of sites connected to the City's Institutional Network (I-Net) by adding the Animal Shelter, Patent and Trademark Office (PTO) trailer, Dock Master, Alexandria Alcohol Safety Awareness Program (AASAP) Office and the Lyceum.
- Upgraded 10 megabit ethernet hubs with 100 megabit ethernet switches to accommodate the increased throughput from remote locations, including all of the Fire Stations, Banker's Square Facilities and 421 King Street.

## INFORMATION TECHNOLOGY SERVICES

### DEPARTMENT DETAIL

#### Applications (Applications and Database Administration):

- Formed the Technology Advisory Group.
- Upgraded and improved the Payroll and Human Resource System.
- Converted and modified twenty legacy applications to run on Microsoft Access.
- Upgraded the General Ledger database platform.
- Implemented a pilot program to enable remote access to database software in Code Enforcement and Permitting.
- Developed modules for the auctioning of impounded vehicles.
- Upgraded, refined and redeveloped many technical processes for applications both in testing and production.

#### Administration (Web Team and Electronic Publishing Office):

- Added 5,311 new pages to the City web site, and made 39 new forms available for use by the public.
- Created twenty-two new brochures for City departments.

The ITS Department is composed of three divisions:

Administration Division - provides overall planning, control, and supervision of the functions for which the department is responsible. This Division also includes the Electronic Publishing Office, which provides a variety of services to City Council and City departments, including text and data entry, desktop publishing, production of presentation materials, mailing list management, word processing, and HTML coding of information for the City's web site and Intranet.

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration				
General Fund Expenditures	864,059	1,047,709	962,607	989,195
FULL-TIME STAFFING	11	11	9 *	9 *
* Reflects the internal transfer of two positions to the Operations Division.				

### INDICATORS AND MEASURES

OBJECTIVE: (Electronic Publishing Office) To provide a variety of services to City Council and City staff, including CityNet support, desktop publishing, print and media production and word processing.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of word processing work requests completed	3,099	1,906 *	1,443 *	1,300	1,350
Web site and CityNet HTML coding and PDF document production**	273	428	232	180	150

\* Beginning in FY 2002, the production of labels was shifted from the Electronic Publishing Office to the Network Center.

\*\* Beginning in FY 2003, this work was shifted to the Web Development team.

## INFORMATION TECHNOLOGY SERVICES

### DEPARTMENT DETAIL

Applications Division - is responsible for production systems troubleshooting and support; software maintenance and changes to all computer applications; and for the design, development, testing, and implementation of new software systems.

<u>DIVISION:</u> Applications	<u>ACTUAL</u> <u>FY 2003</u>	<u>AMENDED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	3,038,297	2,641,686	2,718,552	2,781,021
<u>FULL-TIME STAFFING</u>	23	23	21 *	21 *
* Reflects the internal transfer of two positions to the Operations Division.				

### INDICATORS AND MEASURES

OBJECTIVE: (Resident Access) To provide information to the public regarding services available from City government by developing web site home pages for each City department.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of pages of information about City services available on the City's WWW site	9,000	12,000	17,311	19,226	23,578
Number of on-line service forms available to the public via the City's WWW site	67	92	112	161	204
Number of printed brochures and publications available to the public in electronic format through the City's WWW site	68	75	97	113	128
Number of times the City's WWW site is visited by the public*	850,000	1,172,000	1,409,013	1,650,000	1,925,000

\* A site visit is defined as each unique visit to the web site by an individual.

Operations - is responsible for Network and Security Services, including coordinating Alexandria's computer software that runs (on a contract basis) activity on Arlington County's mainframe; managing more than 80 local area network (LAN) file servers located in the Network Center and twenty additional servers at other City facilities; maintaining the City-wide data and telecommunications network including the I-Net, which provides connectivity between the City schools, libraries and major general government facilities; maintaining security on the City's computer systems; and for the installation and maintenance of the City's LAN and wide area network (WAN) software and hardware. This Division is also responsible for the installation and repair of all computer workstations and peripherals, computer user support (Help Desk) and the Computer Training Center. The Help Desk provides rapid response to computer problems for the more than 2,400 City staff computer users and the Training Center is responsible for conducting or coordinating training on the use of computers and software applications for City employees.

# INFORMATION TECHNOLOGY SERVICES

## DEPARTMENT DETAIL

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Operations				
General Fund Expenditures	2,064,260	2,460,344	2,728,965	2,793,793
FULL-TIME STAFFING	22	23 *	27 **	27 **
* Reflects the transfer of one Clerk Typist II position from Finance to ITS to assist with the City's telecommunications system billing function. ** Reflects the internal transfer of two positions from the Administration Division and two positions from the Applications Division.				

## INDICATORS AND MEASURES

OBJECTIVE: (Network and Security Services) To upgrade server and workstation networked environment.\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of outdated workstations replaced**	571	470	470	200	400
Number of workstations connected to a network***	1,885	1,975	2,000	2,100	2,300
Number of network servers upgraded to Windows 2000	45	64	70	70	70
Number of network servers replaced****	10	4	6	10	10

\* Data have been revised from previously published documents.

\*\* Entries represent the number of workstations replaced, not cumulative replacements.

\*\*\* The number of workstations connected include State-funded personal computers (DHS, MH/MR/SA, Courthouse, and Health Department) as well as City-funded. The total does not include standalone machines (not networked) or mobile data terminals.

\*\*\*\* Represents the number of servers consolidated and replaced and is not cumulative.

OBJECTIVE: (Network and Security Services) To increase the capacity of the City government's local area networks (LANs) in order to provide an environment which is able to support the increased throughput demands of new systems, such as GIS.\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Cumulative number of City LANs with wiring and connectivity equipment upgraded to 100mbps	40	42	63	70	75
Total number of file and print network servers installed**	28	20	35	28	28

\* Data have been revised from previously published documents.

\*\* One of the goals of this project is to consolidate servers to reduce maintenance and support costs.

OBJECTIVE: (Network and Security Services) To provide Wide Area Network fiber optic connectivity between City facilities/departments so that information can be shared electronically across networks at high speed.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Cumulative number of departmental LANs connected to the I-Net (Institutional Network)	53	54	63	70	75

# INFORMATION TECHNOLOGY SERVICES

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: (Customer Services) To make computer training available to City staff in all significant applications and systems.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total attendance at computer related training classes*	1,675	1,463	1,007	1,200	1,500

\* This includes City-wide training on specialized systems, such as Performance Accounting and Performance Budgeting, Legislative Tracking, Permit\*Plan, and Purchasing and can fluctuate due to new releases of software installed that users need training on.

OBJECTIVE: (Customer Services) To provide first level computer problem (trouble calls) support to City staff computer users.

	Actual FY 2001	Actual FY 2002	Actual FY 2003 **	Estimated FY 2004	Projected FY 2005
Total number of incident trouble calls received*	5,745	6,524	10,153	12,000	13,000
Percentage of incident trouble calls resolved without further referral**	48 %	49 %	61 %	67 %	69 %
Percentage of incident calls opened and closed on the same day***	N/A	30 %	34 %	28 %	32 %

\* As an increasing number of client-server applications are developed and installed on individual desktops, calls to the Help Desk for service and assistance are increasing.

\*\* Beginning in FY 2001, the increase in number of calls resolved without referral stems from the establishment of a formal Help Desk with responsibility for response at Level 1.

\*\*\* New criteria begun in FY 2002.

## WORK SESSION NOTES AND COMMENTS



# INFORMATION TECHNOLOGY SERVICES

Addendum Table 1  
PROJECTED ALLOCATION OF FY 2005 ITS SERVICES

The following table summarizes the projected allocation of FY 2005 ITS services and ongoing costs to City departments and agencies based on past usage. The percent of total allocation is based on a study conducted in FY 2003. Due to rounding, columns may not total.

	Internal Projected Allocation	As a Percent of Total Allocation
Adult Probation and Parole	\$57,439	0.88%
AEDP	\$6,612	0.10%
Animal Shelter	\$11,626	0.18%
Circuit Court	\$115,450	1.76%
Citizen Assistance	\$85,494	1.30%
City Attorney	\$72,037	1.10%
City Clerk	\$74,632	1.14%
City Manager	\$92,414	1.41%
Code Enforcement	\$151,058	2.30%
Commonwealth Attorney	\$59,483	0.91%
Finance Accounting	\$1,323,594	20.16%
Finance Administration	\$358,537	5.46%
Finance Purchasing	\$4,027	0.06%
Finance Revenue	\$959,379	14.62%
Finance Treasury	\$5,009	0.08%
Fire	\$210,485	3.21%
General Services	\$170,241	2.59%
Health	\$8,598	0.13%
Historic Alexandria	\$102,422	1.56%
Housing	\$81,752	1.25%
Human Rights	\$128,598	1.96%
Human Services	\$167,438	2.55%
Internal Audit	\$2,452	0.04%
Juvenile Court Services	\$54,528	0.83%
Legislative Services	\$3,132	0.05%
Libraries	\$2,350	0.04%
MH/MR/SA	\$344,208	5.24%
OMB	\$94,438	1.44%
Personnel	\$211,948	3.23%
Planning	\$108,179	1.65%
Police	\$345,576	5.26%
Public Defender	\$63,681	0.97%
Real Estate	\$314,453	4.79%
Recreation	\$101,723	1.55%
Schools	\$4,023	0.06%
Sheriff	\$310,286	4.73%
Transportation and Environmental Services	\$246,188	3.75%
Voter Registrar	\$42,307	0.64%
Other	\$68,213	1.04%
	<u>\$6,564,009</u>	<u>100.00%</u>

# INFORMATION TECHNOLOGY SERVICES

Addendum Table II  
DEPARTMENT ALLOCATION FOR COMPUTER WORK STATION  
REPLACEMENT FUND IN FY 2005

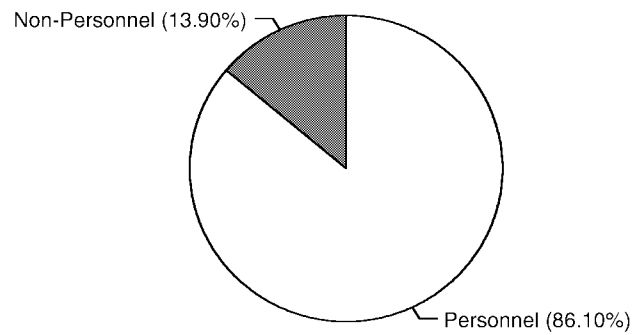
The following chart identifies the amount charged to each department to build an annual and reliable funding stream for the replacement of personal computers. The department computer replacement charges have been determined using a base-line January 2000 inventory of the number of work stations in use throughout the City departments. This inventory is analyzed and updated annually. The timing of the actual replacement of departmental units will be determined and administered by the ITS Department, based on the age of the existing computers.

Department	% of Inventory	FY 2005
18 <sup>th</sup> Circuit Court	1.8%	13,770
Citizen Assistance	0.5%	3,825
City Attorney	0.8%	6,120
City Clerk	0.3%	2,013
City Council & Aides	0.9%	7,125
City Manager	1.0%	7,650
Clerk of Courts	2.3%	17,595
Code Enforcement	3.0%	22,950
Commonwealth's Attorney	2.5%	19,125
Court Service Unit	0.8%	6,120
Finance	6.3%	48,195
Fire	3.5%	26,775
General Services	3.0%	22,950
Health	0.3%	2,295
Historic Alexandria (OHA)	1.4%	10,710
Housing	1.5%	11,475
Human Rights	0.5%	3,825
Human Services	13.1%	100,215
Internal Audit	0.1%	765
ITS	3.8%	29,070
Juvenile and Domestic Relations Court	0.4%	3,060
Law Library	0.0%	0
MH/MR/SA	17.7%	135,405
Office on Women	1.0%	7,650
OMB	0.8%	6,120
Other Public Safety/Magistrate	0.3%	2,295
Personnel	1.4%	10,710
Planning and Zoning	2.0%	15,300
Police	10.3%	78,795
Probation and Parole	0.5%	3,825
Real Estate Assessments	1.1%	8,415
Recreation	4.3%	32,895
Sheriff	5.4%	41,310
TES	5.3%	40,545
Voter Registration	0.6%	4,590
Non-Departmental		
Other - Unassigned	1.5%	11,517
	<u>100.0%</u>	<u>765,000</u>

# INTERNAL AUDIT

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## FY 2005 Approved Expenditures by Type



## INTERNAL AUDIT

421 King Street, Suite 302 • Alexandria, VA 22314 • 703.838.4743  
Deborah Welch, Internal Auditor II • [deborah.welch@alexandriava.gov](mailto:deborah.welch@alexandriava.gov)

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide an independent appraisal function to examine and evaluate City programs and activities as a service to City management.

### OBJECTIVES:

- To perform financial and compliance audits; efficiency and effectiveness audits; and program results audits of City departments, functions and activities.

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#### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	145,971	155,778	159,146	163,618
NON-PERSONNEL	26,591	28,254	26,414	26,414
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>172,562</u>	<u>184,032</u>	<u>185,560</u>	<u>190,032</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>172,562</u>	<u>184,032</u>	<u>185,560</u>	<u>190,032</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 3.3%				
FULL-TIME POSITIONS	2.0	2.0	2.0	2.0

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#### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Office of Internal Audit reflects an increase of \$1,528, or less than one percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed FY 2005 personnel expenditures represent a \$3,368, or 2.2 percent, increase over the Approved FY 2004 budget. This increase is attributable to the cost of employee merit adjustments.
- Proposed FY 2005 non-personnel expenditures represent a \$1,840, or 6.5 percent, decrease from the FY 2004 Approved budget. The decrease is attributable to the efficiency-based expenditure reduction.

## INTERNAL AUDIT

### City Council Approved

- The Approved FY 2005 General Fund budget for the Office of Internal Audit reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- Due to the size of the Department, no vacancy factor was taken from the personnel budget.
  - Efficiency-based expenditure reductions totaled \$1,840.
- 

## DEPARTMENT DETAIL

The Office of Internal Audit (OIA) provides a service to management that is directed toward (i) improving the economy, efficiency and effectiveness of City programs, activities and functions; (ii) detecting and preventing fraud, waste and abuse; and (iii) ensuring that programs and activities are efficiently and effectively carried out. The results of OIA audits and evaluations are provided to City management as formal reports which include, when appropriate, recommendations for corrective actions and management improvements.

To establish the independence of the internal audit function, the Office reports to the City Manager's Office through the Assistant City Manager for Fiscal and Financial Affairs. To assure the completeness of audit coverage, the internal audit staff has full, free and unrestricted access to all City activities, records, property and personnel, unless specifically prohibited by law.

### INDICATORS AND MEASURES

OBJECTIVE: To perform financial and compliance audits; efficiency and effectiveness audits; and program results audits of City departments, functions and activities.

	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of professional staff positions authorized	2	2	2	2
Number of assignments completed	9	3 *	10	10
Number of audits contracted out	3	2	1	1

\* Number of assignments completed decreased due to the magnitude of the three audit assignments.

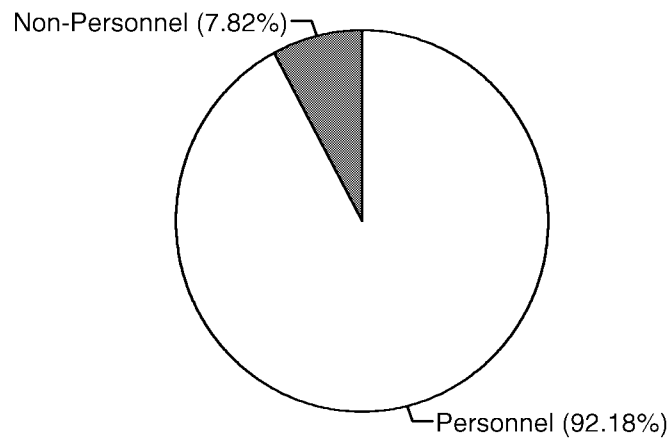
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## WORK SESSION NOTES AND COMMENTS

# MANAGEMENT AND BUDGET

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## FY 2005 Approved Expenditures by Type



## MANAGEMENT AND BUDGET

301 King Street, Room 3630 • Alexandria, VA 22314 • 703.838.4780  
Bruce Johnson, Director • [bruce.johnson@alexandriava.gov](mailto:bruce.johnson@alexandriava.gov)

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To prepare and administer the operating and capital budgets of the City, perform fiscal impact reviews of Council docket items, and conduct special analysis as requested by the City Council or the City Manager.

### OBJECTIVES:

- To prepare and administer the Capital Improvement Program in a manner that maintains the present double triple A bond rating.
- To administer the budget so that total expenditures do not exceed total appropriations in the current year.
- To project General Fund revenues in a manner consistent with provisions of the City Charter Section 6.05. This section requires that expenditures recommended by the City Manager in the general budget shall not exceed estimated revenues for the current fiscal year, unless property assessments and/or tax rate increases have been approved or proposed for the ensuing fiscal year (see Appendices section for more information).
- To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards and receive GFOA's Distinguished Budget Presentation Award.

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#### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	636,025	862,786	871,648	900,401
NON-PERSONNEL	69,157	85,902	76,415	76,415
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>705,182</u>	<u>948,688</u>	<u>948,063</u>	<u>976,816</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>705,182</u>	<u>948,688</u>	<u>948,063</u>	<u>976,816</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 3.0%				
FULL-TIME POSITIONS	10	10	10	10

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#### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Office of Management and Budget reflects a decrease of \$625, or less than one percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed FY 2005 personnel expenditures represent a \$8,862, or 1.0 percent, increase as compared to the Approved FY 2004 budget. This increase is attributable to the cost of employee merit adjustments.

## MANAGEMENT AND BUDGET

### City Manager Proposed

- Proposed FY 2005 non-personnel expenditures represent a \$9,487, or 11.0 percent decrease as compared to the Approved FY 2004 budget. This decrease is attributable to the efficiency-based expenditure reductions.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Office of Management and Budget reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$13,654, or 1.6 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$9,487.

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## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To prepare and administer the Capital Improvement Program in a manner that maintains the present double triple A bond rating.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of capital project tasks initiated	68	72	70	65	62
Maintenance of Aaa and/or AAA bond rating*	Yes	Yes	Yes	Yes	Yes
Percentage of City debt indicators meeting Credit Rating Agency Guidelines *	100%	100%	100%	100%	100%

\* Staff responsibility for these measures is shared with the Finance Department; the City has had an Aaa/AAA bond rating since 1992.

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OBJECTIVE: To administer the budget so that total expenditures do not exceed total appropriations.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Comprehensive Annual Financial Report indicates fiscal year appropriations in excess of expenditures	Yes	Yes	Yes	Yes	Yes



## MANAGEMENT AND BUDGET

### DEPARTMENT DETAIL

#### INDICATORS AND MEASURES

OBJECTIVE: To project General Fund revenues in a manner consistent with provisions of the City Charter Section 6.05. This section requires that expenditures recommended by the City Manager in the general budget shall not exceed estimated revenues for the current fiscal year, unless property assessments and/or tax rate increases have been approved or proposed for the ensuing fiscal year (see Appendices section for more information).

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Compliance with provisions of City Charter	Yes	Yes	Yes	Yes	Yes

OBJECTIVE: To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Budget document receipt of the GFOA					
Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

### WORK SESSION NOTES AND COMMENTS

# NON-DEPARTMENTAL

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## NON-DEPARTMENTAL

**PROGRAM DESCRIPTION:** This category summarizes expenditures for debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships (such as the National League of Cities), City-wide communication and publication costs (such as FYI Alexandria, the annual budget, and Comprehensive Annual Financial Report), and other operating costs and fringe benefits including compensation contingencies for the general salary cost of living adjustment (COLA), projected increases in health insurance premium rates, and projected increases in City-paid retirement contributions.

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### DEBT SERVICE

#### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
GENERAL OBLIGATION DEBT SERVICE	17,483,024	21,043,430	22,620,329	22,620,329
NORTHERN VIRGINIA TRANSPORTATION DISTRICT BOND DEBT SERVICE	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>
TOTAL EXPENDITURES	<u>17,739,094</u>	<u>21,299,500</u>	<u>22,876,399</u>	<u>22,876,399</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>17,739,094</u>	<u>21,299,500</u>	<u>22,876,399</u>	<u>22,876,399</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 7.4%

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Debt Service: In recognition of the City's excellent financial condition, the City's AAA/Aaa credit ratings were reaffirmed on the City's \$64.7 million general obligation bond issue of January, 2004. The City is one of 33 counties and 41 cities or towns across the nation with both an AAA and Aaa rating from Moody's and Standard and Poor's. These bonds were sold at an aggregate true interest cost of 3.744 percent, the lowest in the City's modern history.

The approved FY 2005 General Fund budget includes \$22.6 million for payment of the City's General Obligation debt. This includes \$21.6 for the scheduled repayment of debt existing prior to June 30, 2004, plus \$1.0 million in interest payments for the \$44.8 million in bonds planned to be issued in January 2005. The detailed bond repayment schedule is included in the approved FY 2005 - FY 2010 Capital Improvement Program.

In addition to the City's General Obligation debt payments, this account also includes the City's share of debt service for the Northern Virginia Transportation District bonds, in the amount of \$256,070. State authorization for the transportation bonds was approved by the 1998 General Assembly, and bonds were issued in 1999. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax, which was also authorized by the 1998 General Assembly.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

#### CAPITAL PROJECTS (CASH CAPITAL)

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	26,100,000	16,955,000	19,496,000	18,882,000
TOTAL EXPENDITURES	<u>26,100,000</u>	<u>16,955,000</u>	<u>19,496,000</u>	<u>18,882,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>26,100,000</u>	<u>16,955,000</u>	<u>19,496,000</u>	<u>18,882,000</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 11.4%				

Capital Projects (Cash Capital): The FY 2005 capital budget will be financed through a combination of General Obligation Bond proceeds, a General Fund appropriation (cash capital), the appropriation of fund balance monies from prior years designated for capital projects, open space trust fund account transfers, sewer fee collections, bond interest earnings and reallocated prior year balances. The FY 2005 General Fund cash capital budget, in the amount of \$18.9 million, including open space funding, will finance approximately 25.0 percent of the approved FY 2005 Capital Budget of \$75.7 million. Open space acquisition from 1 cent of real estate tax designation will total approximately \$2.3 million in FY 2005 and is included in the \$18.9 million FY 2005 Cash Capital budget total.

The remainder of the FY 2005 Capital Improvement Program will be funded by bond proceeds, designated fund balance derived from prior year surplus revenues, bond interest earnings, sewer hook up fees, sewer use fees (from the approved \$0.20 per thousand gallons used next increment (from \$0.40 to \$0.60) rate increase) and a number of miscellaneous revenues. Additional increases in pay-as-you-go funding of capital projects will be required in future years to help meet increased capital funding needs as well as to keep an appropriate balance between bond and cash capital funding. The complete capital improvement funding program may be found in the Approved Capital Improvement Program document.

Subsequent to the approval of the FY 2005 budget, City Council approved a revised multi-year funding plan for the new T.C. Williams High School. This funding plan contemplates increasing the FY 2005 cash capital transfer from \$18.9 million to \$21.4 million through the conversion of the K-12 education contingent into a cash capital transfer to be used for the T.C. Williams project in FY 2005. This additional cash capital transfer would be repeated in FY 2006, FY 2007 and FY 2008 for the T. C. Williams project.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

#### CONTINGENT RESERVES \*

##### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL *	FY 2004 APPROVED **	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
NON-PERSONNEL	0	215,234	1,500,000	3,648,435
TOTAL EXPENDITURES	<u>0</u>	<u>215,234</u>	<u>1,500,000</u>	<u>3,648,435</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>0</u>	<u>215,234</u>	<u>1,500,000</u>	<u>3,648,435</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 1595.1%

\* No monies can be directly expended from contingent reserves. Council action is required to transfer monies from contingent reserves to other accounts for expenditure.

\*\* The FY 2004 approved budget contingent reserves level started at \$925,000.

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Contingent Reserves: Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to allocate, transfer to and appropriate these monies to other accounts.

The FY 2005 contingent reserves account includes a total of \$3,648,435 to address general contingencies, which is equal to approximately 0.84 percent of the approved FY 2005 General Fund budget.

The FY 2004 approved budget initial contingent reserve level of \$925,000 has been reduced to \$215,234 through the following City Council actions subsequent to the FY 2004 budget adoption:

- Campagna Center Kids (\$245,000 by designation during the add/delete process)
- Planning and Zoning consultant studies (\$75,000 by designation during the add/delete process)
- COPS grant application (\$282,540)
- Sheriff/Police grant (\$61,226)
- COG - Street Smart Program (\$5,000)
- Gateway landscaping initiative (\$41,000)

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

#### CONTINGENT RESERVES

For FY 2005, the \$3,648,435 Contingent Reserves has the following designations established by City Council as part of the Add/Delete process:

- \$2,468,435 for the K-12 Education Aid contingent (derived from savings due to increased State Aid. See Capital Projects for subsequent City Council decisions on use for T.C. Williams construction project);
- \$15,000 for Public Safety Emergency Preparedness;
- \$300,000 for a loan to the Tenants' and Workers' Support Committee (TWSC) to acquire a community center;
- \$25,000 for home health aides in ARHA's Ladrey House;
- \$50,000 to be matched for a grant to the Lee-Fendall House for repairs; and
- \$40,000 for possible additional Code Enforcement staff.

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#### INSURANCE, CITY MEMBERSHIPS, CITY-WIDE COMMUNICATIONS/PUBLICATIONS, OTHER OPERATING EXPENSES AND FRINGE BENEFITS INCLUDING COMPENSATION CONTINGENCIES

##### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 * PROPOSED	FY 2005 APPROVED
TOTAL EXPENDITURES	<u>12,654,334</u>	<u>11,696,221</u>	<u>15,310,488</u>	<u>9,240,487</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>12,654,334</u>	<u>11,696,221</u>	<u>15,310,488</u>	<u>9,240,827</u>
LESS ALLOWANCE FOR COMPENSATION CONTINGENCIES	<u>5,750,000</u>	<u>5,090,000</u>	<u>6,727,660</u>	<u>0</u>
TOTAL	<u>6,904,334</u>	<u>6,606,221</u>	<u>8,582,828</u>	<u>9,240,827</u>

PERCENT CHANGE (LESS ALLOWANCE FOR COMPENSATION CONTINGENCIES) FY 2004 TO FY 2005 APPROVED 39.9%

\* The FY 2005 Proposed budget includes \$6,727,660 for the approved 2.0 percent general salary adjustment (COLA) for City employees and the \$1.675 million increase in the City's share of health, life and supplemental insurance costs. Based on Council's action in approving the budget, these monies were transferred to individual agency budgets. \$2.3 million is included in the Schools FY 2005 budget to fund a 2.0 percent COLA.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

#### Insurance

The total FY 2005 approved insurance budget is \$3,765,678. In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, health insurance for City retirees, pension plans administrative fees, and insurance policies held by the City. Costs in this category are increasing for such things as group health insurance reimbursement usage by retirees (\$192,000), liability property insurance (\$420,000), general liability insurance (\$72,000) and professional liability insurance (\$55,000).

#### City Memberships

The City membership account includes a total of \$121,008 for City-wide memberships including the National League of Cities, the U.S. Conference of Mayors, the Virginia Municipal League, the Virginia Institute of Government, the Virginia Innovations Group, the Metropolitan Washington Council of Governments (COG), the Sister City Committee, the USS Alexandria Committee, and \$25,000 set aside for the City to host the Virginia Municipal League conference.

#### City-wide Communications/Publications

The City communications/publications account includes a total of \$184,016 for the production costs (i.e. printing, overtime) and distribution costs of four City-wide publications: the Annual Report; the Proposed and Approved Budget documents; the Comprehensive Annual Financial Report (CAFR); and the FYI Alexandria community newsletter. This account is increasing by \$84,517 and includes new funding for the City Citizens Academy (\$5,000), a sample survey of City residents (\$50,000), and increased costs for printing and binding associated with these programs and publications.

#### Other Operating Expenses and Fringe Benefits

In the FY 2005 approved budget, this account also included compensation contingents that were adjusted via the Final Add/Delete process and subsequently allocated to City Departments after City Council budget decision. These included:

- Cost-of-living adjustments (COLA) contingent of \$3.453 million to finance a 2.0 percent COLA for City employees. The proposed transfer in the FY 2005 City's budget to the School Operating Fund includes sufficient funding (\$2.30 million) for a 2.0 percent COLA for School employees.
- Health Insurance contingent for City employees and retirees was budgeted at \$1.675 million which reflects an expectation that the City's cost of providing health insurance to its employees and retirees is estimated to increase.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

#### Other Operating Expenses and Fringe Benefits

- General Employee Retirement Plans - Based on actuarial studies, the FY 2005 budget reflects a \$600,000 annual increase in funding for the City's contribution to the Virginia Retirement System (VRS) pension plan, and a \$1,000,000 annual increase in funding for the City's contribution to its Supplemental Retirement Plan.
- City Employee Training Program and the Tuition Reimbursement Program are included in the approved budget at \$50,000 each.

Increased funds have been budgeted for a variety of activities, including:

- Consultant studies in the Planning and Zoning Department to carry out City Council's planning priorities (\$495,000 up from \$50,000).
- Consultant studies for Transportation to assist in area planning and in comprehensive transportation policy and planning efforts (\$175,000).
- Environmental studies related to the Mirant power plant (\$50,000).
- The City's share of the 2<sup>nd</sup> annual Festival of the Arts (\$25,000).
- A redesigned holiday marketing program (\$125,000) as a potential replacement of the free holiday parking program of 2003, 2002 and 2001.
- ADA compliance-related accommodations (\$50,000 up from \$25,000).

To help the City's elderly, disabled and low income residents continue to live in Alexandria, the approved FY 2005 rebate budget includes \$190,000 for senior citizen rent relief<sup>1</sup>. The approved budget also includes as a new budget item an allowance for \$745,000 for an Affordable Home Ownership Preservation Tax Grants program, including the costs to administer this program. The program will provide a \$250 real estate tax credit to eligible homeowners with incomes of \$61,000 or less whose residences are assessed for \$362,000 or less in 2004.

The remaining amount is for a variety of recurring operating costs including:

- The City's annual payment for the old public safety pension plan, which was closed to new members in 1979 (\$902,000).

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Senior Citizen and Disabled Real Estate Tax Relief, formerly a budgeted expenditure item, starting in FY 2002 has been budgeted as a credit (or deduction) to real estate tax revenues. The amount budgeted as a deduction from revenues for FY 2005 is \$2,000,000 which reflects City Council actions in CY 2001 and CY 2002 in increasing income eligibility and benefit levels for tax relief, as well as indexing the maximum exemption benefit level to equal the average residential real estate tax bill.



## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

#### Other Operating Expenses and Fringe Benefits

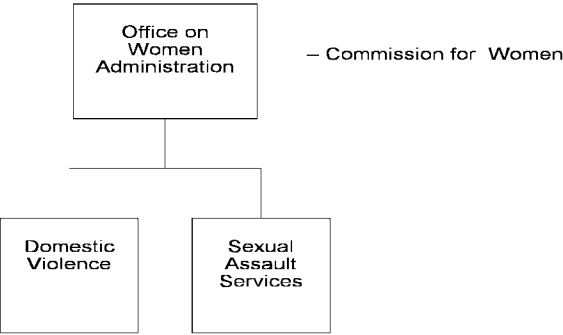
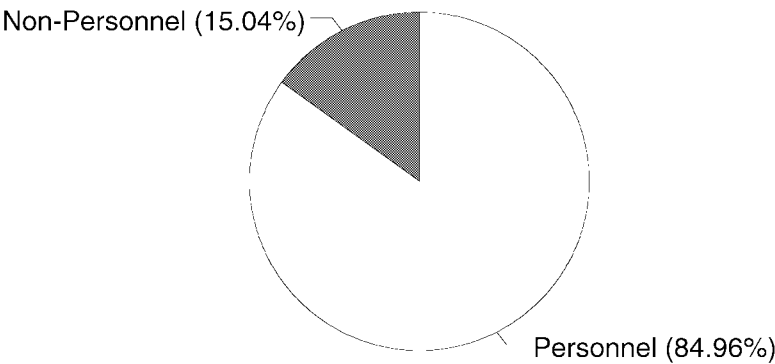
- The rebate of Waste-to-Energy plant property taxes, as per the Waste Disposal Trust Fund Agreement between Alexandria and Arlington County, dated October 1, 1985. This amount is budgeted to fund the mandated deposit to the joint Alexandria and Arlington Waste-to-Energy Trust Fund, which is used to help cover certain plant operating and capital costs (\$660,000).
  - An estimated budget for claims against the City and outside legal counsel (\$235,000).
  - Temporary staff assistance due to work associated with the Woodrow Wilson bridge reviews and project impacts (\$100,000).
  - The per diem payments for the Board of Equalization (\$30,000).
  - The fixed-end maintenance costs associated with the radio system that serves all City public safety and general government agencies (\$202,625).
  - Cable broadcasting costs (\$30,500) of the Board of Architectural Review meetings.
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#### WORK SESSION NOTES AND COMMENTS

# OFFICE ON WOMEN

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**FY 2005 Approved Expenditures by Type**



## OFFICE ON WOMEN

421 King Street, Suite 400 • Alexandria, VA 22314 • 703.838.5030  
Lisa Baker, Director • [lisa.baker@alexandriava.gov](mailto:lisa.baker@alexandriava.gov)

**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide comprehensive services to survivors of domestic violence and sexual assault and their families, including support groups and individual counseling for survivors and the families; to provide community education, prevention and awareness activities on issues relevant to women; and to provide mentoring to adolescents.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,141,693	1,252,146	1,274,368	1,317,966
NON-PERSONNEL	264,845	234,023	233,353	233,353
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>1,406,538</u>	<u>1,486,169</u>	<u>1,507,721</u>	<u>1,551,319</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>394,814</u>	<u>397,786</u> *	<u>393,578</u>	<u>393,578</u> **
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>394,814</u>	<u>397,786</u>	<u>393,578</u>	<u>393,578</u>
GENERAL FUND	<u>1,011,724</u>	<u>1,088,383</u>	<u>1,114,143</u>	<u>1,157,741</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 6.4%

FULL-TIME POSITIONS	18	19 ***	19	19
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\* FY 2004 Special Revenue includes \$334,224 in federal aid, \$39,087 in State aid, and \$24,475 in gifts and donations.

\*\* FY 2005 Special Revenue includes \$315,966 in federal aid, \$38,587 in State aid, \$14,550 in miscellaneous revenue, and \$24,475 in gifts and donations.

\*\*\* Reflects an approved supplemental request (\$18,000) to convert the Teen Pregnancy Prevention Coordinator position from part-time to full-time status with related benefits (from \$35,000 to \$53,000).

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Office on Women reflects an increase of \$25,760, or 2.4 percent, as compared to the Approved FY 2004 General Fund budget.
- The increase in personnel expenditures is primarily attributable to the cost of employee merit adjustments in FY 2005.
- The decrease in non-personnel expenditures is partially attributable to the efficiency and marginal service reductions, partially offset by increased costs for office space rental and operating supplies.

## OFFICE ON WOMEN

### City Council Approved

- The Approved FY 2005 General Fund budget for the Office on Women reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$3,760, or 0.3 percent, was taken from the personnel budget.
  - Efficiency-based expenditure reductions totaled \$5,500.
  - Marginal service expenditure reduction totaled \$5,384, and reflects a decrease in the contract amount for professional services.
- 

### DETAIL BY DIVISION

The Office on Women, with support from the Commission for Women, serves as an advocate for women of Alexandria and offers programs to assist women in gaining access to opportunities and services. Special events coordinated by the Office on Women in Fiscal Year 2003 included the *Walk to Fight Breast Cancer*, *Take Our Daughters to Work Day*, and assistance with the Commission's annual *Salute to Women Awards Banquet*. Services provided by the Office on Women include: two 24-hour crisis intervention programs - the Domestic Violence Program and the Sexual Assault Response and Awareness (SARA) Program; Project STEPOUT/MANHOOD, a mentoring program for adolescents; the Alexandria Campaign on Adolescent Pregnancy (ACAP), which serves to guide a City-wide effort to prevent adolescent pregnancy and promote positive youth development; and employment support services. Community awareness and prevention education are major components of all programs of the Office on Women.

Project STEPOUT seeks to assist adolescent girls to establish personal, educational, and career goals. The program also includes Project MANHOOD for boys, teen clubs, and a group for Hispanic teens. The goals of the programs are to help the youth remain in school, to improve their grades and to reduce the incidence of teen pregnancies by underscoring how the decisions they make now will impact their adult lives.

Community education activities incorporate all of the programs of the Office on Women and address such issues as domestic violence, sexual assault, sexual harassment, conflict management, and safety tips. Staff and a volunteer-based Speaker's Bureau provide presentations to City employees, students at both public and private schools, civic and community groups, businesses and the religious community. Additionally, the Community Education Program provides Rape Aggression Defense (RAD) training, a self defense program designed specifically for women, several times a year to various community groups.

## OFFICE ON WOMEN

### DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
Total Expenditures	281,400	297,331	301,643	310,365
<u>FULL-TIME STAFFING</u>	3	4 *	4	4
* Funding includes an approved supplemental request (\$18,000) to convert the Teen Pregnancy Prevention Coordinator position from part-time to full-time status with related benefits (from \$35,000 to \$53,000).				

The Domestic Violence program provides 24-hour crisis intervention and counseling services for victims of domestic violence; assists victims with criminal and/or civil court processes; operates the Battered Women's Shelter as a safe house for battered women and their children; provides follow-up counseling as well as assistance to women and men involved in abusive relationships; and conducts support groups for women.

Through a grant provided by the Virginia Department of Social Services, the Office on Women also provides targeted outreach and education to the City's Spanish-speaking residents and counseling to children in homes where family violence occurs.

<u>DIVISION:</u> Domestic Violence Program	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
Total Expenditures	764,040	807,297	819,004	842,687
<u>FULL-TIME STAFFING</u>	10	10	10	10

The Sexual Assault Response and Awareness (SARA) Program uses trained volunteers, including bilingual volunteers shared with the Domestic Violence Program, along with staff, to provide 24-hour crisis intervention services for survivors of sexual assault and their families and to accompany victims to police interviews, the hospital and to all court proceedings. The program also provides follow-up counseling to women, men and children; group counseling for victims of sexual assault and adult survivors of incest; and a support group for partners of survivors of sexual assault. Grant funding provides monies for outreach and education services directed toward the City's Spanish-speaking residents and to adolescents to prevent sexual assault.

## OFFICE ON WOMEN

### DETAIL BY DIVISION

<u>DIVISION:</u> SARA	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
Total Expenditures	361,098	381,541	387,074	398,267
<u>FULL-TIME STAFFING</u>	5	5	5	5

### INDICATORS AND MEASURES

OBJECTIVE: [Office on Women] To provide comprehensive services to survivors of domestic violence and sexual assault and their families, including support groups and individual counseling for survivors and their families; to provide community education, prevention and awareness activities on issues relevant to women; and to provide mentoring to adolescents.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of women and children housed in Battered Women's Shelter	119	178	113	130	140
Number of data advocacy (with client and in court) hours	5,725	4,595	5,298	5,300	5,400
Number of domestic violence group sessions	160	150	150	150	150
Number of domestic violence group attendance	589	816	446	450	560
Number of police referrals to Domestic Violence Program	967	967	811	850	860
Number of assault survivors served by the Sexual Assault Response & Awareness Program	783	653	706	710	710
Hotline calls received (domestic and sexual assault)	4,571	4,247	4,326	4,390	4,415
Number of therapy and support group sessions provided by the SARA Program*	n/a	n/a	609	610	614
Number of community presentations	267	295	302	310	310
Number of Project STEPOUT/MANHOOD participants	90	75	83	85	85
Number of brochures and magazine on adolescent pregnancy prevention distributed**	n/a	n/a	15,000	20,000	15,000

\* New measure beginning FY 2003 to more accurately reflect actual therapy and support group sessions provided by the SARA Program. This new measure replaces the previous measure "Number of counseling sessions provided by the Sexual Assault Program."

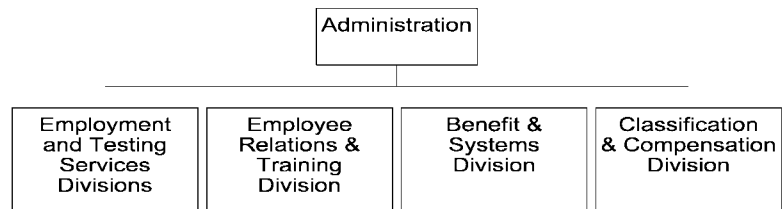
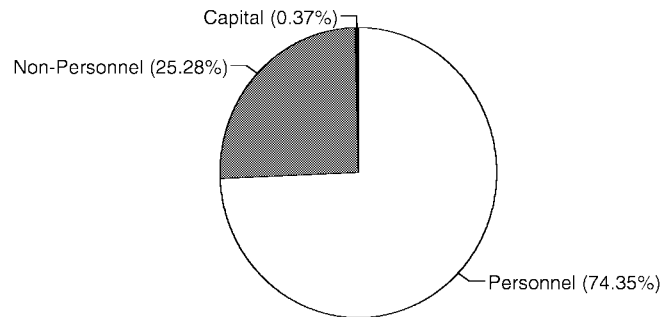
\*\* New measure beginning FY 2003.

### WORK SESSION NOTES AND COMMENTS

# PERSONNEL SERVICES

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**FY 2005 Approved Expenditures by Type**



## PERSONNEL SERVICES

301 King Street, Room 2510 • Alexandria, VA 22314 • 703.838.4425  
Henry Howard, Director • [henry.howard@alexandriava.gov](mailto:henry.howard@alexandriava.gov)

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide and maintain a highly motivated work force equipped with the skills required to deliver high quality and cost-effective services to the residents of the City of Alexandria.

### OBJECTIVES:

- To recruit, evaluate and refer qualified persons to fill City positions.
- To provide training and organizational development programs for City employees.
- To respond in a timely and efficient manner to employee and retiree telephone and walk-in inquiries and requests regarding benefits, compensation and personnel policy.
- To provide classification and compensation services to City agencies in a timely and effective manner.

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#### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,605,467	1,794,485	1,894,935	1,957,958
NON-PERSONNEL	560,349	478,382	665,772	665,772
CAPITAL GOODS OUTLAY	<u>41,454</u>	<u>9,660</u>	<u>9,660</u>	<u>9,660</u>
TOTAL EXPENDITURES	<u>2,207,270</u>	<u>2,282,527</u>	<u>2,570,367</u>	<u>2,633,390</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>2,043</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,043</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
GENERAL FUND	<u>2,205,227</u>	<u>2,276,527</u>	<u>2,564,367</u>	<u>2,627,390</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 15.4%

FULL-TIME POSITIONS	21.0	22.0*	22.0	22.0
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\* Reflects the approved addition of a Personnel Analyst I position (\$64,099) to help improve the quality and responsiveness of the City's recruitment process.

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#### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Personnel Department reflects an increase of \$287,840, or 12.6 percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed personnel expenditures increased \$100,450, or 5.6 percent, as compared to the Approved FY 2004 budget. The increase in personnel expenditures is primarily attributable to the recommended supplemental request to convert an existing full-time Personnel Clerk II position to a full-time Computer Systems Analyst IV (\$46,106) to manage the City Kronos time and attendance system; the hiring of a new employee at a higher step level than previously budgeted; and the planned merit increases for employees in FY 2005.



## PERSONNEL SERVICES

### City Manager Proposed

- Proposed non-personnel expenditures increased \$187,390, or 39.2 percent, as compared to the Approved FY 2004 budget. The increase in non-personnel expenditures is primarily attributable to an adjustment made to the base budget to fund a City employee Kronos time and attendance annual maintenance contract (\$55,000); and two recommended supplemental requests to fund the completion of the office space renovation started in FY 2003 (\$105,000) and to fund a City-wide employee survey (\$22,000) to evaluate Personnel Department services. Fees for temporary services also increased by \$28,155. This increase was funded by an additional vacancy factor applied to the personnel budget.
- The FY 2005 City employees tuition reimbursement budget remains constant at \$175,000, \$50,000 of which continues to be budgeted in the City's non-departmental budget. The City-wide training budget has been reduced by \$16,765, from \$117,405 in FY 2004 to \$100,640 in FY 2005, to reflect actual expenditure trends.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Personnel Department reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$50,901, or 2.7 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$22,765.

### Supplemental Budget Requests

#### Approved

1. Computer Systems Analyst IV \$46,106

This supplemental request is to convert an existing full-time Personnel Clerk II position to a full-time Computer Systems Analyst IV position to manage the City employee Kronos time and attendance system.

2. Office Space Renovation Completion \$105,000

This supplemental request is to fund the office space improvements started in FY 2003 and scheduled to be completed in FY 2005.

## PERSONNEL SERVICES

### Supplemental Budget Requests - Approved

#### 3. City-wide Employee Survey \$22,000

This supplemental request is to fund a City-wide employee survey. This survey will invite the opinions of employees to assess their perception of the Personnel Department's services and to assist Personnel in improving its services.

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### DETAIL BY DIVISION

The Personnel Services Department provides comprehensive personnel services for City departments and agencies in the areas of Employment and Testing, Employee Relations and Training, Classification and Compensation, and Employee Benefits.

The Administrative Division of the Personnel Services Department develops and administers the City's personnel policies, provides guidance on and interpretation of personnel policies for City employees, and ensures City-wide compliance with federal, State and local laws such as the Family and Medical Leave Act, the Americans with Disabilities Act, and the Commercial Motor Vehicle Safety Act.

The Division is responsible for administering the Employee Education and Tuition Assistance Program. The Employee Education and Tuition Assistance Program, which is designed to provide employees assistance with the cost of participating in job related courses and college level course work, enables employees to perform their jobs more effectively and encourages the upgrading of skills in preparing for further advancement and the achievement of personal career goals within the City government.

The Employee Education and Tuition Assistance Program, budgeted at \$175,000 in FY 2005 is a function of the Administration Division. This program was established by City Council in FY 1998, and the tuition reimbursement policies are based upon a review of the City's comparator jurisdictions, as outlined in the City's Compensation Philosophy.

In FY 2003, a total of 279 employees applied for and were eligible for Tuition Assistance funding, as compared to 357 employees in FY 2002 and 198 in FY 2001. This reflects a fairly stable employee participation rate in the Tuition Assistance Program.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>DIVISION:</u> Administration				
General Fund Expenditures	511,966	528,519	774,385 *	793,418 *
<u>FULL-TIME STAFFING</u>	5	5	5	5
* Funding includes three approved supplemental requests to 1) convert a full-time Personnel Clerk II position to a full-time Computer Systems Analyst IV position (\$46,106) to manage the City employee Kronos time and attendance system; 2) fund the completion of the office space renovation started in FY 2003 (\$105,000); and 3) fund a City-wide employee survey (\$22,000). Tuition reimbursement continues to be budgeted at the Approved FY 2004 budget level (\$125,000 with an additional \$50,000 in the Non-Departmental budget).				

## PERSONNEL SERVICES

### DETAIL BY DIVISION

The Employment and Testing Services Division provides recruitment and selection services, collects and reports affirmative action data, and administers promotional testing for public safety positions. The workload of the Employment and Testing Services Division is impacted by the City's turnover rate and the labor market in the greater Washington metropolitan area.

<u>DIVISION:</u> Employment	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	418,704	432,241 *	446,766	457,746
<u>FULL-TIME STAFFING</u>	4	5 *	5	5
* Includes the approved supplemental request to add a Personnel Analyst I position (\$64,099) to help improve the quality and responsiveness of the City's recruitment process.				

### INDICATORS AND MEASURES

OBJECTIVE: [Employment and Testing Services] To recruit, evaluate and refer qualified persons to fill City positions.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Average number of working days between closing date for promotional and outside applicants and referral of certified applicants to department	11.5	11.5	11.5	7.0 *	7.0

\* Newly established guidelines requiring certification of applications within 7 days of closing date.

The Employee Relations and Training Division provides training and development opportunities for City employees to help improve the delivery of services to the citizens of Alexandria. The Mann Educational Trust Fund, established by former Alexandria Mayor Frank Mann, provides approximately \$6,000 per year in additional funds for City employee training. The Employee Relations and Training Division also ensures that the City's disciplinary and grievance procedures are properly applied, and that personnel policies and procedures are followed.

<u>DIVISION:</u> Employee Relations	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	511,117	527,643	528,609*	541,600*
<u>FULL-TIME STAFFING</u>	4	4	4	4
* Includes \$100,640 in funding for City-wide training.				

## PERSONNEL SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Employee Relations and Training] To provide training and organizational development programs for City employees.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of employees attending training	2,528	2,126	2,150	2,300	2,400
Average rating by training participants on class evaluation forms*	4.5	4.6	4.5	4.7	4.7

\* Based on a scale of 1 to 5 with 5 being the highest.

The Benefits/Systems Division provides salary and fringe benefit administration, manages the City's personnel/payroll (AHRMIS) systems, maintains employee personnel files, coordinates the City's insurance programs, ensures compliance with federal, State and local laws governing benefits, and provides new employee orientation classes and exit interviews for City employees.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Benefits and Systems				
General Fund Expenditures	474,255	489,589	506,040	518,476
FULL-TIME STAFFING	5	5	5	5

#### INDICATORS AND MEASURES

OBJECTIVE: [Benefits/Systems] To respond in a timely and efficient manner to employee and retiree telephone and walk-in inquiries and requests regarding benefits, compensation and personnel policy.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of telephone/walk-in inquiries per week**	267	286	307	300	300
Percent of telephone/walk-in issues resolved within 5 working days	92%	92%	92%	92%	92%

\*\* The increase in the number of telephone and walk-in inquiries for each week beginning in FY 2003 is due to changes to the Police/Fire Pension Plans and the addition of long term care benefits. The administration of the City's pension plans will be handled by the Finance Department in the future and inquiries in the Personnel department will decline.

The Classification and Compensation Division develops and maintains the City's classification system and pay plans, conducts salary surveys, and oversees compliance with federal, State and local laws governing wages and hours of work. When a position's duties change substantially due to an approved departmental reorganization, Council action or as a result

## PERSONNEL SERVICES

### DETAIL BY DIVISION

of federal or State mandates, the Classification and Compensation Division conducts an analysis to determine the proper classification and pay grade for the position.

<u>DIVISION:</u> Classification	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	289,185	298,535	308,567	316,150
<u>FULL-TIME STAFFING</u>	3	3	3	3

### INDICATORS AND MEASURES

OBJECTIVE: [Classification and Compensation] To provide classification and compensation services to City agencies in a timely and effective manner.

	<u>Actual</u> <u>FY 2001</u>	<u>Actual</u> <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Estimated</u> <u>FY 2004</u>	<u>Projected</u> <u>FY 2005</u>
Number of classification reviews completed	87	121*	82	250**	122***
Percentage of classification reviews analyzed and implemented within six months of receipt	100 %	100 %	100 %	100 %	100 %

\* Increase in FY 2002 is due to a request to review nearly all 24 positions in the Juvenile and Domestic Relations Court Service Unit.

\*\* Increase in FY 2004 is attributable to a completed review of all 159 positions in the Alexandria Library System.

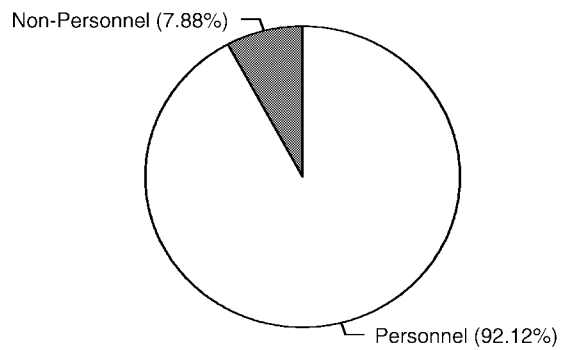
\*\*\* Projected number assumes that a department or a large division may request a review of all positions as has been the case in previous years.

### WORK SESSION NOTES AND COMMENTS

# REAL ESTATE ASSESSMENTS

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**FY2005 Approved Expenditures by Type**



## REAL ESTATE ASSESSMENTS

301 King Street, Room 2600 • Alexandria, VA 22314 • 703.838.4575  
Cynthia A. Smith-Page, Real Estate Assessor • cindy.smith-page@alexandriava.gov

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To assess all real property within the corporate boundaries of the City of Alexandria in a uniform and equitable manner, and to inform and educate the public on pertinent real estate issues.

### OBJECTIVES:

- To annually assess every parcel of real estate within 100 percent of its estimated fair market value and to notify property owners of the results of the assessments.
  - To assist property owners with understanding assessments; to provide avenues for appeal through the Department, the Board of Equalization and the Courts; and to assist the Board of Equalization and the City Attorney's Office with appeals.
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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	729,629	932,394	917,001	946,909
NON-PERSONNEL	170,804	81,005	81,005	81,005
CAPITAL GOODS OUTLAY	<u>5,432</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>905,865</u>	<u>1,013,399</u>	<u>998,006</u>	<u>1,027,914</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>905,865</u>	<u>1,013,399</u>	<u>998,006</u>	<u>1,027,914</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 1.4%				
FULL-TIME POSITIONS	11.0	12.0*	12.0	12.0

\* Reflects the conversion of a full-time Secretary II position from a contract temporary position to a permanent City employee.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Department of Real Estate Assessments reflects a decrease of \$15,393, or 1.5 percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed personnel expenditures in the amount of \$917,001 represent a 1.7 percent decrease as compared to the FY 2004 General Fund budget. The decrease in personnel costs is attributable to staff turnover that resulted in two Real Estate Appraiser II positions budgeted at lower steps than in FY 2004.
- Total proposed non-personnel expenditures, in the amount of \$81,005, represent no change from the FY 2004 General Fund budget.

## REAL ESTATE ASSESSMENTS

### City Council Approved

- The Approved FY 2005 General Fund budget for the Department of Real Estate Assessments reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$18,622, or 2.0 percent, was taken from the personnel budget.
- The original vacancy factor of \$9,311, or 1.0 percent, was increased to 2.0 percent as part of the expenditure reduction plan.

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## DEPARTMENT DETAIL

The Department of Real Estate Assessments annually provides estimates, for assessment purposes, of the fair market value of all real property within the City, except that owned by public service corporations. Public service corporation assessments are provided by the State Corporation Commission and the Virginia Department of Taxation. The Department notifies property owners of any changes in assessed values and helps property owners to understand the nature of the assessment change, the reasons for the change and the avenues available for administrative review and appeal. There are three levels of appeal: first, to the Department of Real Estate Assessments; second, to the Board of Equalization and Assessment Review; and third, to the Circuit Court of Alexandria. In Calendar Year (CY) 2003, the Department assessed 39,428 parcels and processed 664 administrative reviews.

### INDICATORS AND MEASURES

OBJECTIVE: [Real Estate Assessments] To annually assess every parcel of real estate within the City at 100 percent of its estimated fair market value and to notify property owners of the results of the assessments.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Number of assessable parcels - residential*	35,142	35,864	36,116	37,000	38,000
Number of assessable parcels - commercial/ industrial*	3,650	3,431	3,312	3,250	3,200
Number of assessable parcels - total	38,792	39,295	39,428	40,250	41,200
Assessment/Sales Ratio**	82.7%	82.0%	80.0%	80.0%	87.0%
Number of assessable parcels per appraiser	5,542	5,580	5,633	5,750	5,886

\* The number of parcels fluctuates due to subdividing, consolidating and reclassifying parcels.

\*\* Calendar year 2001 data are based on Virginia Department of Taxation published 2001 figures and vary from previously published budget documents. The 2002 through 2004 data are based on locally compiled information. The ratio will tend to decrease when real estate markets are appreciating quickly and increase as market appreciation begins to slow.

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The Department of Real Estate Assessments also provides information to the Board of Equalization and Assessment Review and assists the City Attorney in the preparation of court cases involving real estate assessments. The Board of Equalization and Assessment Review is a five member board that has the authority to adjust real property assessments. Three



## REAL ESTATE ASSESSMENTS

### DEPARTMENT DETAIL

members are appointed by the Circuit Court and two members are appointed by City Council. In CY 2003, the Board heard 258 appeals. The number of appeals filed with the Board represented 0.65 percent of the 39,428 locally assessed properties in the City for CY 2003.

To increase taxpayer accessibility, in December of 2000 the Department launched the Real Estate Assessment Information System on the City's web site. This is consistently the most visited areas of the City's web site. This system provides assessed values and other real estate assessment information from the official assessment records database for all properties in the City of Alexandria. [For CY 2004, features on this site have been substantially enhanced.] Residents are able to access the assessment information under City Services on the City's web site at alexandriava.gov/realestate.

### INDICATORS AND MEASURES

OBJECTIVE: [Board of Equalization & Assessment Review] To assist property owners with understanding assessments; to provide avenues for appeal through this Department, the Board of Equalization and the Courts; and to assist the Board of Equalization and the City Attorney's Office with appeals.

	Actual CY 2001	Actual CY 2002	Actual CY 2003	Estimated CY 2004	Projected CY 2005
Number of appeals to Department*	337	439	664	750	750
Number of appeals to the Board of Equalization**	103	127	267	300	300
Percentage of assessment appeals upheld by Department of Real Estate Assessments***	48 %	56 %	55 %	50 %	50 %
Percentage of assessment appeals upheld by Board of Equalization	55 %	38 %	42 %	50 %	50 %

\* The number of reviews to the Department fluctuates depending on the year-to-year changes in the assessments and how an individual owner perceives changes in the market value of his or her property.

\*\* The number of appeals to the Board of Equalization may exceed the number of Departmental appeals because appellants can bypass the Departmental appeal process and appeal directly to the Board of Equalization.

\*\*\* Data have been changed from previously published documents.

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### WORK SESSION NOTES AND COMMENTS

# Operating Agencies

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## **Public Safety**

Fire

Police

## **Health and Welfare**

Alexandria Health Department

Community Partnership Fund for Human Services

Human Services

Mental Health, Mental Retardation and Substance Abuse

## **Community Development**

Housing

Other Planning and Economic Development Activities

Planning and Zoning

## **Parks, Recreation & Cultural**

Historic Alexandria

Library

Other Recreation Activities

Recreation, Parks and Cultural Activities

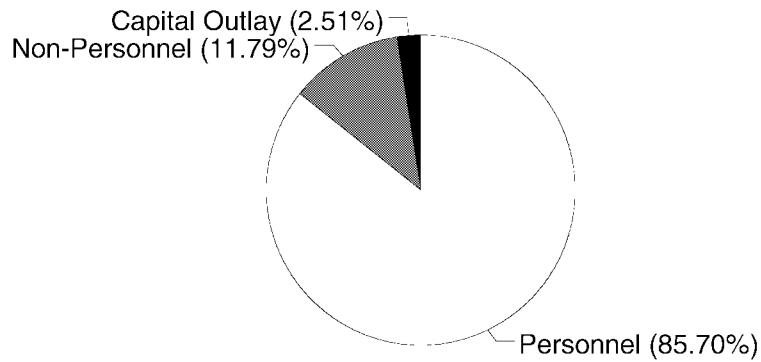
## **Public Works**

Transit Subsidies

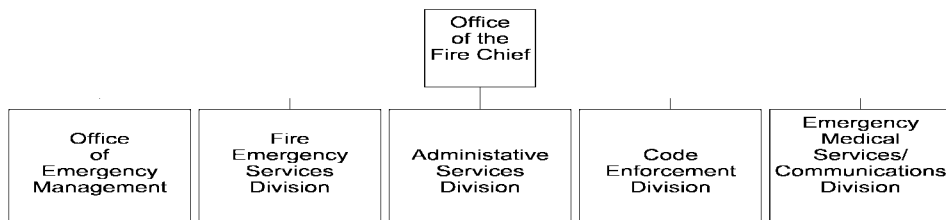
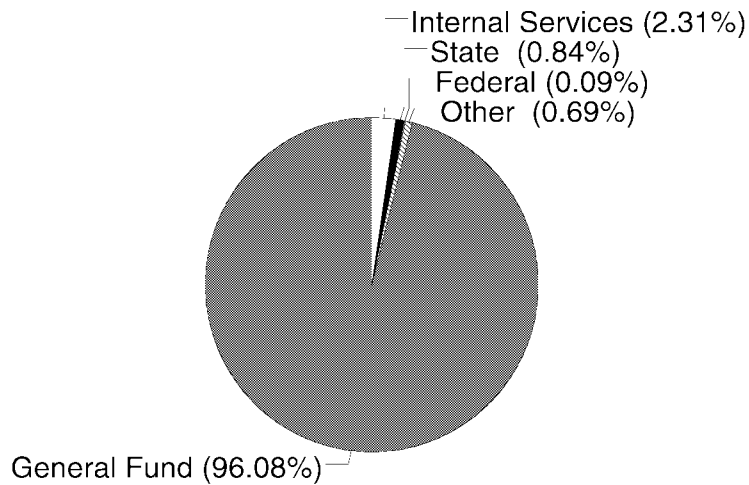
Transportation and Environmental Services

# FIRE

## FY 2005 Approved Expenditures By Type



## FY 2005 Approved Expenditures By Fund



## FIRE

900 Second Street • Alexandria, VA 22314 • 703.838.4007  
Gary A. Mesaris, Chief • [gary.mesaris@alexandriava.gov](mailto:gary.mesaris@alexandriava.gov)

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**GOALS, FUNCTIONS AND RESPONSIBILITIES:** The Alexandria Fire Department is dedicated to enhancing the quality of life for Alexandria residents and visitors to the City through fire prevention, education, and community involvement; to delivering responsive and caring emergency services; mitigating emergencies and disasters; preventing the loss of life and protecting property; and enforcing applicable construction, fire and building maintenance codes and ordinances.

### OBJECTIVES:

- To respond to all emergency incidents in a timely fashion, protecting property and minimizing loss by controlling hazardous situations;
- To provide timely and efficient responses to emergency medical incidents;
- To receive emergency calls for Fire/EMS assistance and to dispatch assistance as soon as possible;
- To enforce the Virginia Uniform Statewide Building Code, conduct inspections of new construction and renovation work within existing structures, perform structural and electrical assessments of structures subjected to fires or natural disasters; conduct inspections of certificates of occupancy;
- To enforce violations of the Virginia Uniform Statewide Building Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect existing structures, conduct Residential Rental Permit Inspections; conduct inspections for elimination of rodent and insect infestation; respond to complaints from residents within 48 hours; investigate complaints from other City agencies through "All Eyes" program; respond to complaint calls to the 24 hour hotline for nuisance activities; inspect trash trucks and dumpsters; inspect in-home and State day care facilities;
- To enforce violations of the Virginia Uniform Statewide Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect commercial and residential structures; conduct hazardous materials permit inspections; investigate fires; threats to burn, bombings and environmental crime incidents within the City of Alexandria; conduct public fire safety education programs;
- To conduct inspections, testing and maintenance oversight of existing and new fire protection systems; inspect new and existing structures for compliance with provisions of the Virginia Uniform Statewide Building Code and Virginia Statewide Fire Prevention Code; conduct proactive inspections of fire protection systems; and provide technical assistance to property owners and managers relating to fire protection systems and risk assessment of related hazards compared against provided levels of fire protection;
- To educate Alexandria citizens about fire safety and to reach 10 percent of the City's population;
- To conduct training/recertification classes for the Fire Department related to emergency medical services, fire suppression, fire management and hazardous materials;
- To provide both preventative maintenance and corrective maintenance to the Fire Department fleet of 27 specialized apparatus, 71 light/medium duty vehicles and extrication/rescue equipment, including 27 generators, 4 specialized trailers and 3 water craft.

# FIRE

## TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	24,285,005	24,834,083	25,963,965	26,890,980
NON-PERSONNEL	3,895,589	3,540,067	3,698,962	3,698,962
CAPITAL GOODS OUTLAY	<u>1,646,823</u>	<u>848,765</u>	<u>787,972</u>	<u>787,972</u>
TOTAL EXPENDITURES	<u>29,827,417</u>	<u>29,222,915</u>	<u>30,450,899</u>	<u>31,377,914</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	915,951	498,152	507,477	507,477
INTERNAL SERVICES	<u>1,369,069</u>	<u>692,500</u>	<u>723,322</u>	<u>723,322</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,285,020</u>	<u>1,190,652</u>	<u>1,230,799</u>	<u>1,230,799</u>
GENERAL FUND	<u>27,542,397</u>	<u>28,032,263</u>	<u>29,220,100</u>	<u>30,147,115</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 7.5%				
FULL-TIME POSITIONS	284	287 *	293 **	293 **

\* Reflects the addition of three full-time positions to staff the City's new Office of Emergency Management, including one Emergency Management Coordinator; one Emergency Management Analyst; and one Prevention Outreach Specialist.

\*\* Reflects the addition of four Emergency Rescue Technicians (ERTs) which will allow for two Advanced Life Support (ALS) providers to staff each of the City's five medic units more frequently; the addition of an Information Technology Coordinator position to maintain, support and integrate information technology that is currently in use at the Fire Department; and the addition of one Mechanical/Plumbing Engineer in Code Enforcement to help improve the turn around times of plumbing and mechanical plan reviews.

## City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Fire Department reflects an increase of \$1,187,837, or 4.2 percent, as compared to the Approved FY 2004 General Fund budget.
- This increase is primarily attributable to a number of factors: (1) five percent personnel expenditure adjustment to provide for the difference between the budgeted and actual hours worked by Fire personnel (\$215,351) which had been handled through Code Enforcement vacancy factor savings in the past but these costs can no longer be absorbed by the department; (2) the cost of employee merit adjustments; (3) an adjustment in overtime (\$37,677) to provide for the difference between what is budgeted for overtime and what is actually expended annually as a result of HB 2712 (effective July 1, 2001), which requires that firefighters who work over 56 hours per week be paid the half-time portion (FLH) of all scheduled hours over the threshold rather than being paid for scheduled hours actually worked over the threshold; and (4) an increase in utility costs (\$28,119).
- The FY 2005 General Fund budget also includes recommended supplemental budget requests totaling \$767,484, including full year funding of the new Office of Emergency Management (\$302,572), established in FY 2004, which will enhance the City's emergency preparedness and protect the community against weapons of mass destruction incidents, terrorist attacks and other large scale man-made or natural emergencies; and the addition of four Emergency Rescue Technicians (\$211,584) which will allow for two Advanced Life Support (ALS) providers to staff each of the City's five medic units more frequently. Currently, over the last three years on average, only 85 percent of EMS incidents needing two ALS providers have two ALS providers on hand. The other 15 percent of incidents have one ALS provider and one lesser-trained BLS provider on board.

# FIRE

## City Council Approved

- The Approved FY 2005 General Fund budget for the Fire Department reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.
- City Council approved the designation of \$15,000 in Contingent Reserves via the add/delete process for Public Safety/Emergency Preparedness materials, and \$40,000 for Code Enforcement until the full complement of Code staff has been tested to see if it is sufficient. Consistent with City policy, monies budgeted in the Contingent Reserves account can only be allocated to a department for expenditures after specific action by City Council.

## Reductions and Savings

- Efficiency-based expenditure reductions totaled \$138,754.
- Marginal service-based expenditure reductions totaled \$141,250 and include a reduction to the EMS support provided to the Police Department Special Operations Team(\$18,000); selected training and educational classes (\$65,027); reduction in the third party plan review in Code Enforcement (\$15,943); the postponement of small renovation projects at the City's eight fire stations (\$16,380); and the reduction of maintenance contracts on communications equipment (\$15,000).

## Supplemental Budget Requests

### Approved

1. Office of Emergency Management \$302,572

This supplemental request will provide full year funding for a new division in Fire with three full time positions, established in FY 2004, which will enhance the City's emergency preparedness and protect the community against the threat of weapons of mass destruction incidents, terrorist attacks and other man-made and natural large scale emergencies. The division will continue to enhance local emergency preparedness activities, including preparation for weather related emergencies.

2. Staffing for Additional ALS Providers \$211,584

This supplemental request will provide for the addition of 4 Emergency Rescue Technician I (ERT I) positions. The additional ERT I's will allow for two Advanced Life Support (ALS) providers to staff each of the City's 5 medic units more frequently.

3. Information Technology Coordinator Position \$18,354

This supplemental will provide for one Information Technology Coordinator position to maintain, support and integrate the Information Technology that is currently in use at the Fire Department including GIS software, field reporting software, ambulance billing and IT

## FIRE

### Supplemental Requests

#### Approved

requirements for mutual aid between neighboring jurisdictions among others. The cost of this position and equipment (\$65,354) will be partially offset by a reduction of \$47,000 in fees for professional services.

#### 4. Increase in Equipment Replacement Fund Depreciation \$34,540

This supplemental will provide additional funds to cover the increased annual depreciation costs of newly purchased fire apparatus. The useful life of fire apparatus (pumpers and aerial ladder trucks) is approximately 15 to 18 years, over which time the cost to replace such apparatus increases significantly. Once the apparatus is replaced, the depreciation costs associated with the new vehicle are significantly higher than the old vehicle it replaced. This supplemental budget request will partially fund the increased depreciation costs associated with the new apparatus the Fire Department has purchased over the past two years.

#### 5. Telecommunications Operating Costs \$125,063

This supplemental request will provide for the monthly wireless networking fees associated with the 40 mobile data terminals purchased with Byrne grant monies in FY 2004; funds to cover the wireless networking fees for 45 Code Enforcement mobile data terminals; and funds to cover the monthly service costs and replacement costs for nine Code Enforcement Nextel phones.

#### 6. Additional Mechanical/Plumbing Engineer \$75,372

This supplemental will provide for the addition of a Mechanical/Plumbing Engineer in Code Enforcement to help alleviate the slow turn around in plumbing and mechanical plan reviews. The continuing need for this position will be reexamined when the incumbent Engineer retires.

#### Not Approved

- |  |           |
|--|-----------|
| • Additional Staffing for ALS Providers  | \$236,584 |
| • Management Analyst Position            | 47,000    |
| • Customer Support Technician            | 54,635    |
| • Increase in Equipment Replacement Fund | 34,466    |
| • Ten New Thermal Imaging Units          | 70,550    |

Additional funds totaling \$0.4 million have been set aside as a designated reserve to handle the potential, but uncertain costs of hiring and training additional firefighters to replace an expected wave of retirements in the remainder of fiscal year 2004 and 2005.

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### DETAIL BY DIVISION

The Administrative Services/Office of the Chief oversees the operations of the City's Fire Department, which is responsible for the prevention and suppression of fires, the provision

## FIRE

### DETAIL BY DIVISION

of emergency medical services, and the enforcement of all fire prevention and building codes. The Department maintains eight fire stations and five medic units that provide 24-hour fire and emergency medical services. In addition, the Fire Suppression Division conducts routine building inspections to check for code compliance and possible fire hazards, and each fire station provides information to the public regarding fire safety by providing community outreach activities and by hosting an open house during Fire Prevention Week.

<u>DIVISION:</u> Administrative Services/Office of the Chief	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	1,710,103	1,525,238	1,729,222	1,765,136
FULL TIME STAFFING	12	12	11 *	11 *
* Reflects the transfer of the Customer Support Engineer III to the department's new Information Technology Division.				

The Fire/Emergency Services Division provides 24-hour emergency fire and medical services to citizens and visitors in the City of Alexandria. Fire inspections of commercial structures are carried out annually by 11 fire companies. Specialty teams are trained to provide advanced services on Technical Rescue, Hazardous Materials (HAZMAT), and Firefighter-Paramedic emergency calls. The ability to provide these advanced services has been further enhanced in FY 2004 by the acquisition of a new state of the art hazardous materials response vehicle for the City's HAZMAT team; a new vehicle for the City's Technical Rescue Team that will transport the equipment required to rescue and extricate victims; and a new aerial ladder truck for fire suppression designed to be on first response status for incidents at the Pentagon by being sized to fit under the Pentagon's road overpass. These specialized vehicles were funded by federal monies through the Office of Justice Programs' Local Emergency Preparedness (Byrne) grant awarded to the City in July, 2003.

Monies received through the Local Emergency Preparedness Grant have also funded the purchase of additional portable radios; protective equipment, clothing and gear including air tanks, gas masks, gloves, boots, filters and back-up turn-out gear; monitoring equipment which can quickly determine numerous chemical and biological agents; as well as advanced HAZMAT training. The grant will also provide for the purchase of mobile data terminals (MDT) that will be installed in all fire engines, hazardous materials, technical rescue and medic vehicles. The MDTs will provide critical information on building pre-plans, chemical data sheets for hazardous materials, street maps and other data.

The department also administers a Water Rescue Program, initiated in July 1997, with the acquisition of two inflatable rubber boats that were purchased with grant monies, to enhance the Fire Department's ability to make water rescues in an appropriate and safe manner. This program will be further enhanced by the acquisition of a 30 foot aluminum rescue boat with a fire pump to be delivered June 2004, also purchased with grant monies, will be permanently docked at the Torpedo Factory waterfront. This boat will replace the government surplus 23 foot hard bottom boat that was purchased with grant monies in FY 2000.



# FIRE

## DETAIL BY DIVISION

Waterfront fire protection will be further enhanced by the installation of a dry pipe system at the Torpedo Factory Waterfront to allow for a more effective means of combating a fire should it occur in the dock area. The waterfront fire suppression system, scheduled for completion in the Fall of 2003, has been delayed by damage to the dock as a result of Hurricane Isabel (September, 2003). A date for completion of the suppression system is unknown at this time until the damaged dock can be repaired.

Since 1995, the Fire Department has equipped eight fire engines and three ladder trucks with automatic external defibrillators (AED), which allows Firefighters to provide rapid treatment to victims threatened with sudden death due to heart attacks or cardiac arrest. Equipping fire apparatus with defibrillators was approved due to the high number of calls made to the department regarding cardiac emergencies, and the fact that due to proximity, a fire company may arrive at an emergency incident before one of the City's five medic units. Time is of the essence in treating persons with cardiac emergencies.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>DIVISION:</u> Fire/Emergency Services				
General Fund Expenditures	13,960,907	13,933,750	13,866,057	14,399,900
<u>FULL-TIME STAFFING</u>	142	142	142	142

## INDICATORS AND MEASURES

OBJECTIVE: [Emergency Fire Services] To respond to all emergency incidents in a timely fashion, protecting property and minimizing loss by controlling hazardous situations.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Fire incidents requiring emergency response*	5,930	5,939	5,586	5,590	5,610
Average number of vehicles responding per incident**	3.4	3.5	3.5	3.5	3.5
Average time spent at scene of incident (minutes)	16.6	29.0	21.3	21.0	21.0
Number of structure fires\1	131	206	254	270	260
Average response time to arrive at scene (minutes)	4.20	4.22	4.26	4.25	4.25

\* Data in FY 2002 and FY 2003 reflects an increase in calls for HAZMAT and terrorism threats following September 11, 2001.

\*\* Data include fire apparatus and medic units.

\1 Increases in FY 2002 and beyond reflects new National Fire Incident Reporting System standards for structural fires. Data has been revised from previously published budget documents.

OBJECTIVE: [Emergency Fire Services] To respond to all emergency incidents in a timely fashion, protecting property and minimizing loss by controlling hazardous situations.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of Fire Apparatus Responding To Fire Incidents	14,222	14,108	14,348	14,500	14,700
Number of Fire Apparatus Responding To EMS Incidents	<u>7,498</u>	<u>7,614</u>	<u>7,845</u>	<u>8,010</u>	<u>8,180</u>
TOTAL RESPONSES BY FIREFIGHTERS	21,720	21,722	22,193	22,510	22,880

# FIRE

## DETAIL BY DIVISION

The Emergency Medical Services (EMS) Division responds to over 11,000 medical emergency calls per fiscal year. The EMS Division offers instruction in basic first aid and cardiopulmonary resuscitation (CPR) to groups of residents. In addition, the Fire Department manages the Life Safety Alert Program in conjunction with the Alexandria Agency on Aging and Adult Services. Under this program, the City provides a small transmitter to persons at risk of experiencing a medical emergency because of age or a chronic medical condition. When activated, the transmitter sends a signal directly to the Fire Department. As of September 2003, 115 units were in use, with 46 provided to low-income individuals free of charge. Since the program's inception in November 1989, the Fire Department has responded to 697 Life Safety Alert alarms. Five new Life Safety Alert units were approved in FY 2001, following a matching grant request totaling \$2,000 from the Community Foundation of Alexandria, a non-profit organization in the City. A grant-match of \$2,000 was provided by the EMS Two-For-Life grant. This increased the total number of Life Safety Alert units to 129.

DIVISION: Emergency Medical Services (EMS)	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures	5,001,265	4,873,896	5,220,648	5,348,414
<u>FULL-TIME STAFFING</u>	53	53	57 *	57 *
* Reflects the addition of four Emergency Rescue Technicians (ERTs) which will allow for two Advanced Life Support (ALS) Providers to staff each of the City's five medic units more frequently than the 85 percent rate now achieved instead of having one ALS provider and one BLS provider.				

## INDICATORS AND MEASURES

OBJECTIVE: [Emergency Medical Services] To provide timely and efficient responses to emergency medical incidents.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Calls requiring EMS response (incidents)*	11,549	11,662	12,025	12,280	12,535
Average number of vehicles responding per incident**	1.7	1.8	1.8	1.8	1.8
Total cardiac arrest patients resuscitated	12	10	8	9	9
Percentage of calls for Advanced Life Support Service	58%	59%	61%	62%	62%

\* Responses to incidents will always include one medic unit and may (or may not) include fire apparatus.

\*\* Data include medic units and fire apparatus responding to EMS incidents.

OBJECTIVE: [Emergency Medical Services] To provide timely and efficient responses to emergency medical incidents.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of Medic Units (EMS) Responding To EMS Incidents	12,371	12,243	12,353	12,360	12,370
Number of Medic Units (EMS) Responding To Fire Incidents	<u>1,333</u>	<u>1,186</u>	<u>1,168</u>	<u>1,200</u>	<u>1,210</u>
TOTAL RESPONSES BY EMS	13,704	13,429	13,521	13,560	13,580

# FIRE

## DETAIL BY DIVISION

Fire Communications provides emergency and non-emergency communications to all Fire and EMS personnel in the City. This division also provides E-911 service for residents, dispatching EMS and Fire apparatus to handle approximately 18,000 emergency calls annually. In CY 2000, Fire Communications completed the major implementation of the Computer-Aided Dispatch (CAD) System. The division is now integrating the new system with GIS mapping and automatic vehicle locators (AVL), which should further reduce the response time of emergency personnel and apparatus to emergency incidents.

<u>DIVISION:</u> Fire Communications	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	1,524,286	1,611,108	1,503,924	1,535,067
<u>FULL-TIME STAFFING</u>	14	14	13 *	13 *
* Reflects the transfer of one Customer Service Specialist to the new Information Technology Division.				

## INDICATORS AND MEASURES

OBJECTIVE: [Communications] To receive emergency calls for Fire/EMS assistance and to dispatch assistance as soon as possible.

	<u>Actual</u> <u>FY 2001</u>	<u>Actual</u> ** <u>FY 2002</u>	<u>Actual</u> <u>FY 2003</u>	<u>Estimated</u> <u>FY 2004</u>	<u>Projected</u> <u>FY 2005</u>
Total incidents dispatched *	17,284	17,601	17,928	18,304	18,600
Average time, in minutes, from receipt of call to dispatch	1.0	0.9	0.9	0.9	0.9

\* Data may include calls dispatched that are canceled shortly thereafter.

\*\* Changes in the number of incidents are based on an increase in population growth.

The new Information Technology (IT) Division provides technical support for all operational sections of the Fire Department including Administration, Fire Suppression, Emergency Medical Services (EMS), Communications, Training, Fire Maintenance and Emergency Management. The operational sections are located in ten different locations throughout the City adding the complexity and technology needed to meet the many diverse needs of the Fire Department. The IT Division also develops the databases and maintains the Records Management System (RMS) used to record all emergency activity in the department; maintains the 24-hour a day, 7 day a week Computer-Aided Dispatch (CAD) System; installs and maintains tactical mobile computer hardware; supports over 100 personal computers and associated software; provides computer training; provides management reports, State reports, federal reports; and supports complex staffing and payroll software applications used by the Administration Division. IT staff also ensure that state of the art technology is available in all sections of the department and work with their counter parts in the region to enhance the ability of the department to share emergency resources under the existing regional agreements.

# FIRE

## DETAIL BY DIVISION

<u>DIVISION:</u> Information Technology	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures*	N/A	N/A	366,331	374,082
<u>FULL-TIME STAFFING</u>	0	0	3	3
* This is a new division fully funded in FY 2005, therefore no data is available prior to FY 2005; reflects the transfer of one Network Engineer from Communications and one Customer Service Specialist from Administration; and the addition of one recommended supplemental Information Technology Coordinator.				

The new Office of Emergency Management, established in FY 2004, coordinates preparedness, prevention, response, recovery and mitigation activities through long-term planning for occurrences of emergencies and disasters resulting from natural and man-made disasters and terrorism to ensure that the City is capable of dealing with such emergencies. In addition to working with federal, state and other local organizations, the Office conducts and coordinates training courses and simulations at least four times per year, while also providing a complete fire prevention and education program for school-age children, senior citizens, workers and City residents. These programs include the Risk Watch Program, Community Emergency Response Team (CERT) and the Citizens Fire Academy.

<u>DIVISION:</u> Office of Emergency Management	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u> \1	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	94,753	94,920	502,891	518,770
<u>FULL-TIME STAFFING</u>	1	5 *	5	5
* Reflects the addition of three full time positions (Emergency Management Coordinator; Emergency Management Analyst; and Prevention Outreach Coordinator) and the transfer of one Deputy Fire Marshal to staff the new Office of Emergency Management.				
\1 Reflects full year funding of the Office of Emergency Management, including the three additional positions and one transferred position noted above.				

## INDICATORS AND MEASURES

OBJECTIVE: [Emergency Management - Fire Public Education] To educate Alexandria citizens about fire safety and to reach 10 percent of the City's population.\*\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of Elementary School children reached	3,320	4,466	3,825	6,000	6,000
Percentage of total Elementary School children reached	33.2%	44.7%	55.0%	60.0%	60.0%
Number of senior citizens in Senior Safety Classes*	1,183	265	205	1,500	1,500
Percentage of total senior citizens reached*	10.2%	2.3%	8.5%	12.9%	12.9%
Number of citizens participating in all Fire Public Education Classes**	7,981	9,438	7,560	12,000	12,000
Percentage of goal met***	62.2%	73.6%	81.8%	93.5%	93.5%

\* A large workshop for senior citizens was scheduled September, 2000 (FY 2001).

\*\* Classes include School Education, Workplace Safety, Senior Safety and other Outreach Programs.

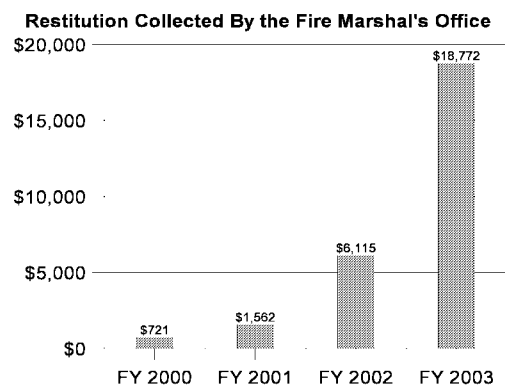
\*\*\* Goal is to reach or educate 10 percent of the City's population.

# FIRE

## DETAIL BY DIVISION

The Code Enforcement Bureau responds to requests for assistance from citizens and customers for plan review and inspections for new construction through the enforcement of the Virginia Uniform Statewide Building Code and the Statewide Fire Prevention Code, which includes controlling construction standards and monitoring building, mechanical, plumbing and electrical work in the City to protect the health and safety of the public. In addition, Code Enforcement responds to property maintenance issues for existing structures, enforces federal, State and City disability access and energy conservation standards, and offers a complete fire prevention and education program for school-age children, senior citizens, workers and City residents.

In FY 2002, the City's Fire Marshals were granted full Police powers which entitles them to enforce all provisions of the City Code. Consequently, a number of arrests have been made for persons violating various provisions of applicable City Code. The vast majority of these offenses have been for individuals or contractors committing violations while working in the public right-of-way or individuals committing environmental offenses. While working with the Commonwealth Attorney's Office, most offenders have been willing to make restitution to the City and the Fire Department for the services rendered by responding to these incidents rather than have an arrest record. The graph reflects the cost recovery as a result of this cooperative adjudication. Monies are deposited into the City's General Fund.



	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>DIVISION:</u> Code Enforcement				
General Fund Expenditures	4,197,585	4,893,307	4,954,971	5,108,643
<u>FULL-TIME STAFFING</u>	55	54 *	55* **	55* **
* Reflects the transfer of a Deputy Fire Marshal III from Code Enforcement to the Emergency Management Division.				
** Reflects the addition of one Mechanical/Plumbing Engineer to help alleviate the slow turn around of plumbing and mechanical plan reviews.				

# FIRE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - New Construction ] Enforce of the Virginia Uniform Statewide Building Code; conduct inspections of new construction and renovation work within existing structures; perform structural and electrical assessments of structures subjected to fires or natural disasters; conduct inspections for issuance of certificates of occupancy.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005 ***
New construction permits issued*	18,686	19,218	12,737	13,364	18,925
Inspections of new construction performed	57,356**	48,685	36,383	30,378	47,923
Percent of inspections performed on day requested	95 %	95 %	95 %	95 %	95 %
Total value of new construction (\$ millions)	\$309.6	\$847.0	\$354.0	\$248.0	\$553.0

\* Data include permits issued for alterations and repairs, plumbing and mechanical permits, and other construction activity.

\*\* Reflects a significant number of construction projects that were underway in FY 2001 many of which were multi-family dwellings which require multiple inspections per unit.

\*\*\* In FY 2005, there will be an increase in multi-family new construction inspections. Several large multi-family projects are expected to be in the final stages of construction.

### INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - New Construction] To serve Alexandria citizens and the development community by reviewing plans in a timely fashion.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of "take-in" plans reviewed annually*	4,527	6,612	5,794	6,832	6,832
Plan review turnaround time (large commercial project) in days	25	22	27	27	22
Plan review turnaround time (residential or small commercial project) in days	20	20	25	25	19
Average number of "walk-in" customers per day**	183	210	220	220	220
Percent of customers served within 10 minutes of arriving at Code Enforcement front desk	80 %	80 %	85 %	90 %	85 %
Average number of non-residential "walk-through" plans per day***	8	7	8	6	7

\* "Take-in" plans may involve the review of architectural, structural, mechanical, electrical, plumbing, accessibility, and fire protection systems. The degree of difficulty of the plans review is greater than for "walk-through" (see below) plans. "Take-in" plans may be for residential or non-residential construction.

\*\* "Walk-in" customers are defined as those who appear in person at the Code Enforcement Bureau's front counter needing assistance. Individuals served over the telephone are not included in these figures.

\*\*\* A "walk-through" set of plans is defined as a set of plans for minor work that can be reviewed at the Code Enforcement front counter and for which a permit can be issued immediately. Typically, a small tenant space proposed for renovation, or minor residential addition, can be handled as a "walk-through."

# FIRE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - Property Maintenance] Enforce the Virginia Uniform Statewide Building Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect existing structures; conduct Residential Rental Permit Inspections; conduct inspections for elimination of rodent and insect infestation; respond to complaints from citizens within 48 hours; investigate complaints from other City agencies through "All Eyes" program; respond to complaints calls to the 24 hour hotline for nuisance activities; inspect trash trucks and dumpsters; inspect in-home and State day care facilities.

	Actual FY 2001 *	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005* *
Proactive Property Maintenance Inspections	8,757	19,936	19,880	22,250	19,885
Customer Requested Inspections	1,963	4,228	3,068	3,403	6,328
Residential Rental Permit Inspections	3,978	4,531	5,017	5,908	7,264
Violation Notices Issued	7,389	7,388	6,925	7,773	9,451
Towed Vehicles	235	277	234	241	372

\* FY 2001 data represents partial year data collection.

\* \* In FY 2005, multi-family rental dwelling units completed in FY 2003 will be inspected on an annual basis in FY 2005 as part of the Residential Rental Permit (RRP) Program. Approximately 5,400 additional residential rental units will be added to the inspection program.

### INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - Fire Marshals] Enforce the Virginia Uniform Statewide Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect commercial and residential structures; conduct hazardous materials permit inspections; investigate fires; threats to burn, bombings and environmental crime incidents within the City of Alexandria; conduct public fire safety education programs.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Proactive Property Maintenance Inspections	1,289	1,118	783	1,393	1,500
Fire Prevention Permit Inspections	1,565	2,516	1,569	1,592	1,635
Fire Protection Systems Inspections	280	694	229	265	150 *
Violation Notices Issued	3,990	6,168	4,947	6,246	6,989
Towed Vehicles	27	26	17	30	37
Parking Citations Issued	423	247	184	222	280

\* In FY 2004, the new Systems Testing Unit came on line. As a result, the majority of the fire protection systems inspections are now handled by this unit.

OBJECTIVE: [Code Enforcement - Systems Testing Unit] Conduct inspections, testing and maintenance oversight of existing and new fire protection systems; inspect new and existing structures for compliance with the provisions of the Virginia Uniform Statewide Building Code and Virginia Statewide Fire Prevention Code; conduct proactive inspections of fire protection systems; and provide technical assistance to property owners and managers relating to fire protection systems and risk assessment of related hazards compared against levels of fire protection.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Plan Reviews *	n/a	n/a	888	876	850
Inspections *	n/a	n/a	12,486	4,537 **	10,500

\* The Systems Testing Unit was approved in the context of the FY 2003 budget process, therefore no data is available prior to FY 2003.

\* \* In FY 2003 several large residential multi-family projects were completed throughout the City. These projects required a large number of small scale inspections in order to certify each structure. In FY 2004 there will be less multi-family and more mid- rise and high-rise projects completed which require more complex and time consuming inspections relating to the entire structure. As a result, there will be a physical decrease in estimated inspections, however this decrease is offset by the increased amount of staff time devoted to testing these complex systems.

# FIRE

## DETAIL BY DIVISION

The Fire Training Division is responsible for ensuring that the City's firefighters and paramedics are educated and trained to meet industry standards. Training must continue throughout the professional careers of all firefighters and paramedics as new techniques and tools are developed. The Training Division also educates residents to mitigate life-threatening emergencies.

<u>DIVISION:</u> Fire Training	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	374,928	399,283	389,562	401,095
<u>FULL-TIME STAFFING</u>	3	3	3	3

## INDICATORS AND MEASURES

OBJECTIVE: [Training] To conduct training/recertification classes for the Fire Department related to emergency medical services, fire suppression, fire management and hazardous materials.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Training recertification classes per year	80	80	80	80	80
Percentage of participants passing	98 %	98 %	98 %	98 %	98 %
Percentage of firefighters certified as Haz Mat Specialists	33 %	33 %	38 %	25 % *	32 %
Percentage of Emergency Rescue Technicians (ERT) Certified at National Registry Level **	n/a	67 %	74 %	82 %	91 %

\* The decrease in the number of HAZMAT Specialists (e.g. those with advanced training) is due to the projected rise, from 72 to 84, of HAZMAT trained personnel between FY 2003 and FY 2004. The percentage increases in FY 2005 as more HAZMAT trained personnel become HAZMAT specialists.

\*\* The State does not require this certification; however it is the goal of the Fire Department to have all ERTs certified at this high level. Data was not collected before FY 2002.

The Fire Maintenance Section performs preventive and corrective maintenance on Fire and EMS apparatus and equipment to ensure that firefighters and paramedics can respond quickly and effectively to emergency and non-emergency calls. In addition, the division is also responsible for the maintenance and repair of all Code Enforcement and Fire Marshal vehicles.

<u>DIVISION:</u> Fire Maintenance	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	678,570	700,761	686,494	696,008
<u>FULL-TIME STAFFING</u>	4	4	4	4



## FIRE

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Maintenance] To provide repairs and preventive maintenance to the Fire Department fleet of vehicles, generators, and ancillary/specialized fire and rescue equipment.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Repair orders completed	714	686	828	830	840
Percentage of repairs completed same day	86 %	83 % *	86 %	87 %	87 %
Repairs completed per mechanic	238	228	276	277	280

\* Decrease is anticipated due to extending replacement schedules for vehicles. When vehicles are retained for a longer period of time, replacement parts are often discontinued, which requires either substitution or fabrication of those parts.

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### WORK SESSION NOTES AND COMMENTS

## FIRE

Addendum Table 1  
Estimated Value of Services Provided by the  
Alexandria Volunteer Fire Department (FY 1991 - FY 2003)

<u>Fiscal Year</u>	<u>Hours Worked</u>	<u>Estimated Value</u>
1991	9,584	\$123,735
1992	8,967	115,769
1993	13,556	179,403
1994	9,240	124,732
1995	7,565	105,183
1996	6,815	96,643
1997	4,606	66,633
1998	5,219	81,631
1999	4,854	77,440
2000	4,943	80,840
2001	4,994	83,993
2002	4,337	72,943
2003	4,241	74,690

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Note: Estimated value of services is based on the hourly rate at the starting salary for a Firefighter I at 2,912 hours per year plus fringe benefits.

Source: Alexandria Volunteer Fire Department, Inc., Annual Report, October 1996 to September 1997; and Fire Department statistical data, October 1998 through September 2003.

# FIRE

Addendum Table 2  
Fire Department Staffing, FY 2002 - FY 2005

	FY 2002 Actual	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	FY 2005 Approved
<b>Sworn Positions:</b>					
Fire Chief	1	1	1	1	1
Deputy Fire Chief (Fire and EMS)	2	2	2	2	2
Battalion Chief	5	5	8 \e	8	8
Captain	25	25	25	25	25
Lieutenant	21	21	21	21	21
Firefighter \a	94	94	91 \e	91	91
Emergency Rescue Tech Supervisor	5	5	5	5	5
Emergency Rescue Tech \b	47	47	47	51 \g	51 \g
Chief Fire Marshal	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL SWORN</b>	<b>201</b>	<b>201</b>	<b>201</b>	<b>205</b>	<b>205</b>
<b>Civilian Positions:</b>					
Chief Deputy Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	7	8 \c	8	8	8
All Others	<u>67</u>	<u>74</u> \d	<u>77</u> \f	<u>79</u> \h	<u>79</u> \h
<b>TOTAL CIVILIANS</b>	<b>75</b>	<b>83</b>	<b>86</b>	<b>88</b>	<b>88</b>
<b>TOTAL FIRE STAFF</b>	<b><u>276</u></b>	<b><u>284</u></b>	<b><u>287</u></b>	<b><u>293</u></b>	<b><u>293</u></b>

\a Number includes Firefighter I and II positions.

\b Number includes Emergency Rescue Technician I and II positions.

\c Reflects the establishment of a Fire Marshal Aide to the Director position in Code Enforcement.

\d Reflects the addition of four Fire Protection System Specialists (FPSS) to establish the Fire Protection System Retesting Program by which installed systems of residential and commercial buildings are tested and maintained so as to be fully operational during a fire emergency; and the addition of three full-time positions (1 Fire Protection Plan Reviewer; 1 Fire Systems Inspector; 1 Engineering Aide) to staff the new Code Enforcement Fire Protection Systems Inspection and Testing Unit.

\e Reflects the addition of three Battalion Chief positions and the reduction of 3 firefighter positions to set up an additional battalion on the west end of the City (3 shifts). To offset the cost, Captains no longer receive extra pay as Station Commanders.

\f Reflects the addition of three full-time positions (1 Emergency Management Coordinator; 1 Emergency Management Analyst; and 1 Prevention Outreach Specialist) to staff the City's new Office of Emergency Management.

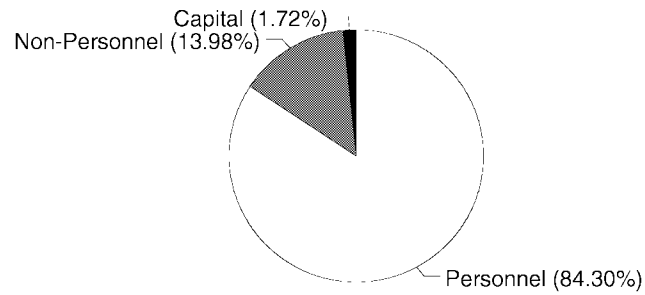
\g Reflects the addition of four Emergency Rescue Technicians (ERTs) which will allow for two Advanced Life Support (ALS) providers to staff each of the City's five medic units more frequently.

\h Reflects the addition of a Information Technology Coordinator position to maintain, support and integrate information technology that is currently in use at the Fire Department; and the addition of one Mechanical/Plumbing Engineer in Code Enforcement to help alleviate the slow turn around of plumbing and mechanical plan reviews.

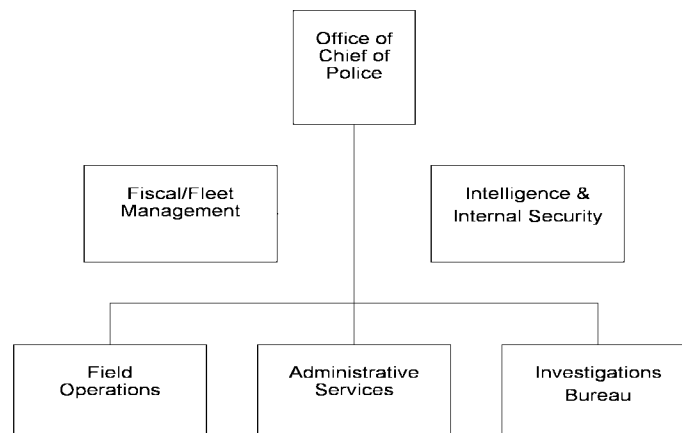
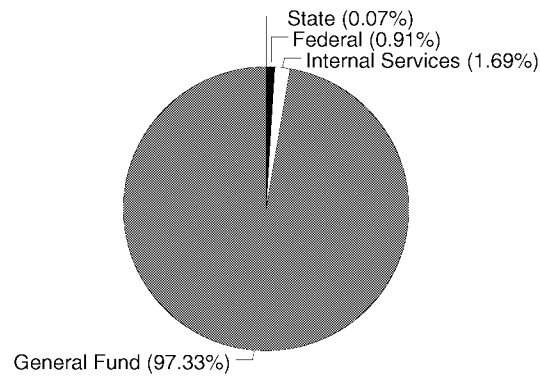
# POLICE

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**FY 2005 Approved Expenditures by Type**



**FY 2005 Approved Expenditures by Fund**



## POLICE

2003 Mill Road • Alexandria, VA 22314 • 703.838.4700  
Charles Samarra, Chief • [charles.samarra@alexandriava.gov](mailto:charles.samarra@alexandriava.gov)

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**GOALS, FUNCTIONS AND RESPONSIBILITIES:** To preserve the peace and to protect persons and property, as well as to observe and enforce the ordinances of the City of Alexandria and all criminal laws of the Commonwealth of Virginia and the United States.

### OBJECTIVES:

- To provide prompt dissemination of information to police officers in the field to enable them to respond to calls for service and to address crime;
  - To ensure satisfactory provision of patrol services to Alexandria residents;
  - To provide high visibility police patrol in high crime/nuisance areas;
  - To provide proactive, positive enforcement against nuisance crimes and offenses throughout the City;
  - To provide parking enforcement on City streets;
  - To provide City tag enforcement on City streets and private property;
  - To provide Community Oriented Policing (COP) through the assignment of patrol officers to specific areas/neighborhoods within Alexandria;
  - To provide Community Oriented Policing through the Community Liaison Officer Program;
  - To use Telephone Reporting Unit personnel to handle resident calls for service received via telephone to reduce patrol section workload;
  - To investigate felony and misdemeanor cases, with an emphasis on case closure;
  - To use undercover and other investigative techniques to disrupt and reduce illegal vice, narcotics and organized crime-related activities;
  - To support field operations by collecting, processing, transporting and analyzing evidence at crime scenes;
  - To investigate residents' complaints against police employees involving excessive force, harassment or use of demeaning language; and
  - To provide timely and accurate release of information on all major incidents.
-

## POLICE

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	33,956,231	34,721,354	35,284,528	36,651,013
NON-PERSONNEL	5,803,243	5,651,856	6,080,509	6,080,509
CAPITAL GOODS OUTLAY	<u>1,782,828</u>	<u>1,652,443</u>	<u>747,561</u>	<u>747,561</u>
TOTAL EXPENDITURES	<u>41,542,302</u>	<u>42,025,653</u>	<u>42,112,598</u>	<u>43,479,083</u>
SPECIAL REVENUES & OTHER SOURCES				
1 SPECIAL REVENUE FUND	2,396,219	149,746	426,460	426,460
INTERNAL SERVICES	<u>1,217,444</u>	<u>1,641,143</u>	<u>735,061</u>	<u>735,061</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>3,613,663</u>	<u>1,790,889</u>	<u>1,161,521</u>	<u>1,161,521</u>
GENERAL FUND	<u>37,928,639</u>	<u>40,234,764</u>	<u>40,951,077</u>	<u>42,317,562</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 5.2%

FULL-TIME POSITIONS	430	440 /1	443 /2	443 /2
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- /1 Reflects the addition of one Schools Resource Officer (SRO) funded from a grant from the U.S. Department of Justice, COPS in Schools Program, awarded to the City in April 2003; and the addition of one Sergeant and eight Police Officers funded under the COPS Universal Hiring Terrorism Preparedness Program, a 3 year grant awarded to the City in September 2003; revised from previously published budget documents.
- /2 Reflects the addition of 2 motorcycle officers to expand the motorcycle unit to handle additional traffic volume in the City; and the addition of one Security Manager to handle multiple issues including the slab repair at the PSC ensuring the needs of Police employees are met, regarding construction, parking, and office and storage space.

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Police Department reflects an increase of \$716,313, or 1.8 percent as compared to the Approved FY 2004 General Fund budget.
- This increase is primarily attributable to the lease costs budgeted for FY 2005 (\$1.4 million) for office, warehouse and parking spaces for the Police Department's temporary move out of the Public Safety Building in FY 2004. Due to space shortfalls, overcrowded conditions and the need to begin work on the slab at the Public Safety Building, approximately 10 functions or divisions of the Department are moving offsite. The \$1.1 million included in the FY 2004 Approved Police Department operating budget for lease was an estimate based on the most accurate data available at the time that the FY 2004 budget was developed. The \$1.4 million budgeted in FY 2005 for lease costs reflects an increase of \$272,367 as compared to the Approved FY 2004 budget and will provide for a total of 47,000 square feet of office space, 8,000 square feet of warehouse space and 125 additional parking spaces for the Police Department.
- In addition, this increase reflects the City's share (50 percent) to fully fund the nine Police Officers hired under the COPS Universal Hiring Terrorism Preparedness Programs, awarded to the City in September 2003 (\$250,233). This grant is designed to improve local law enforcement terrorism preparedness and response through community policing. These nine officers would provide security and surveillance during high profile, high risk events; a rapid response team for emergencies and major incidents; training and education for terrorism responsiveness; preparedness and community protection programs; special surveillance and intelligence gathering; protective equipment to first responders and other duties associated with homeland security. The increase in the General Fund budget also is attributable to the cost of employee merit adjustments; additional funding needed for

## POLICE

### City Manager Proposed

the conversion from Cellular Digital Packet Data (CDPD), used for the transmission of data via mobile data terminals (laptop computers), to a new more efficient technology called 1xRTT, depreciation costs and license and software maintenance including the replacement of 90 mobile computers (\$216,567); the addition of two motorcycle officers and related equipment for the expansion of the department's motorcycle unit (\$156,000) to handle additional traffic volume in the City, particularly in the PTO and Eisenhower Valley areas; and the addition of a Security Manager (\$46,009) to work on multiple issues including the repair of the first floor slab at the Public Safety Building and ensuring the parking, space and security needs of Police employees are met during the construction and move associated with the temporary leased space.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Police Department reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$90,348, or 0.3 percent, was taken from the Department as an efficiency-based expenditure reduction. The Department's equipment replacement fund will also be reduced by \$202,000 and the funds transferred to the undesignated fund balance of the General Fund to reflect the purchase of 9 to 11 fewer vehicles in FY 2005.
- Marginal service-based expenditure reductions totaled \$110,000 which reflect the elimination of the funding for two vacant full-time Parking Enforcement Officer (PEO) positions. This reduction should not affect City ticket revenues since the Police Department routinely carries two to four vacant PEO positions.

### Supplemental Budget Requests

#### Approved

1. Mobile Computer System Operating Cost Increases \$216,567

This supplemental request will provide funding for the conversion from CDPD to 1xRTT, depreciation costs, license and software maintenance including the replacement of 90 mobile computers. This supplemental request also includes the addition of depreciation, a request not fully funded as a supplemental request in FY 2004 in the amount of \$63,333.

2. Security Manager \$46,009

This supplemental will provide for the addition of a Security Manager to the department. This request is directly related to the relocating of police personnel to leased space off site. This position will work on multiple issues including the repair of the first floor slab at the Public Safety Building and ensuring the parking, space and security needs of Police employees are met during the construction and move associated with the temporary leased space.

## POLICE

### Supplemental Budget Requests

#### Approved

3. Expansion of the Motor Unit \$156,000

This supplemental request will provide for the expansion of the motorcycle unit with the addition of two motorcycle officers and two motorcycles to handle the additional traffic volume in the City particularly in the Patent and Trademark Office (PTO) and the Eisenhower Valley areas.

#### Not Approved

1. Mobile Computer System Operating Cost Increases \$57,000

2. Transport duties for mental patients \* \*

It should be noted that the Psychiatric Unit at INOVA Alexandria Hospital will be closing by September 2004. When the Unit closes the patients will need to be transferred to other hospitals outside of Alexandria including INOVA Mt. Vernon Hospital. The Contingent Reserves funding in the Non-Departmental account of the City budget would be the source to handle increased expenditures needed related to the closing and transporting of patients.

Additional funds totaling \$0.4 million have been set aside as a designated reserve to handle the potential, but uncertain costs of hiring and training additional Police officers to replace an expected wave of retirements in the remainder of fiscal year 2004 and 2005.

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### DETAIL BY DIVISION

The Police Department is responsible for the maintenance of law and order, protection of persons and property, prevention and suppression of crime, investigation and apprehension of persons suspected of crimes, direction and control of traffic, traffic accident investigation, parking enforcement, enforcement of all State and City criminal laws, and the safety and security of the public at special events and public gatherings. The Police Department is organized as follows:

The Administration Bureau is composed of the Office of the Chief, the Office of Intelligence and Internal Security and the Fiscal/Fleet Management Division. The Bureau ensures that all responsibilities of the Police Department are effectively discharged; that departmental resources are used for appropriate law enforcement purposes and that resources are expended within budget; and that the department's fleet of vehicles is maintained, repaired, and replaced to ensure optimal performance.

The Office of the Chief is responsible for the overall operation of the Department.



## POLICE

### DETAIL BY DIVISION

The Fiscal and Fleet Management Division assists the Chief to ensure efficient and effective management of the department's resources. This division also oversees the grant-funded Advanced Generation of Interoperability for Law Enforcement (AGILE) project.

The Office of Intelligence and Internal Security gathers and disseminates credible, current information on security and terrorist threats, serves as the liaison with federal, State and regional domestic security officials, and acts as a clearinghouse for the confirmation of credible threats.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration Bureau				
General Fund Expenditures	3,434,018	3,543,176	3,434,684	3,494,029
FULL-TIME STAFFING	15	14*	15**	15**
* Reflects the transfer of the Public Safety Radio System Manager position and oversight from the Fiscal/Fleet Management Division to the Administrative Services Bureau (Communications).				
** Reflects the transfer of one detective from Investigations Bureau to the Office of Intelligence and Internal Security.				

Administrative Services Bureau - is composed of three divisions, Technical and Automated Services (TASD), Support Services (SSD), and Facilities Management (FMD). This Bureau is responsible for the majority of the department's support operations, including the 911 Center, oversight of the City's Public Safety Radio System, records and crime information management, the Red Light Camera Enforcement Program, automated systems development and crime analysis. The Bureau also handles the functions of planning, management of property and evidence; management of uniform, equipment and supplies; management of personnel, training and payroll; and management of facilities, security and buildings.

The Communications Section (TASD) provides the public with prompt access to emergency and non-emergency services by receiving all calls for Police and Fire services in the City.

The Information Services Section (SSD) processes, maintains, and manages Police Department records to provide prompt and efficient service to the public and Police operational units. The ISS also manages building security, the Red Light Camera Program and telephone reports.

The Crime Analysis and Programming Section (TASD) is responsible for the extraction, analysis and reporting of crime offense and incident data; and provides computer application and programming support to the department.

The Property and Evidence Section (FMD) manages more than 20,000 items of property and evidence; orders, stocks and issues the Department's inventory of uniforms,

## POLICE

### DETAIL BY DIVISION

equipment and standard forms; maintains the Department's inventory control; and processes more than 200 impounded vehicles per month.

Facility Management (FMD) staff provide custodial services to Police facilities totaling more than 80,000 square feet (including several satellite offices); manage the inventory of furnishings and janitorial supplies; administer the office telephone system, property leases and various contracts; and coordinate with General Services on relocation, security system and infrastructure issues, repairs and maintenance.

Personnel and Training Section (SSD) staff are responsible for the recruitment, hiring, promotional/career ladder programs, and training of Police employees. Staff prepare and administer payroll, coordinate workers' compensation claims; manage the firearms training facility; and coordinate with assigned instructors at the Northern Virginia Criminal Justice Academy.

The Automated Systems (TASD) personnel are responsible for system operations, the Tactical Computer System and technical support. Staff develop and maintain the Records Management System (RMS) and the Computer-Aided Dispatch (CAD) System. Staff seek new technology for integration into the department. Staff are responsible for the mobile computer hardware, software and training. Staff also are responsible for planning networks, personal computer use and maintaining the department's Local Area Network (LAN), desktop computers and peripherals.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administrative Services Bureau				
General Fund Expenditures	6,821,315	8,705,448 *	9,520,640	9,736,653
<u>FULL-TIME STAFFING</u>	89	90 **	91 ***	91 ***
* Reflects the addition of \$1.1 million for additional leased space.				
** Reflects the transfer of the Radio Systems Manager from Fiscal/ Fleet Management to Communications.				
*** Reflects the addition of a Security Manager to handle multiple issues including the slab repair and the temporary off-site leased space ensuring the construction, parking, space and security needs of Police employees are met. Also includes \$272,367 for increases in the lease costs budgeted for the department, and the approved supplemental requests for the Mobile Computer System Operating costs (\$216,567).				

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Communications Section] To provide prompt dissemination of information to police officers in the field to enable them to respond to calls for service and to address crime.

	Estimated FY 2001	Estimated FY 2002 /1	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Number of emergency calls for service	2,504	3,192	2,401	3,000	3,000
Number of non-emergency calls for service	80,805	73,888	69,099	70,000	70,000
Average time, dispatch to clear, of emergency calls (minutes) *	2.0	5.5	5.5	5.5	5.5
Average time, dispatch to clear, of non-emergency calls (minutes) *	8.0	6.1	6.1	6.1	6.1

\* Calls for service data include calls that are dispatched through Communications and calls that are not dispatched. Only calls that are dispatched (about 90%) are measured for response time.

/1 Data for 2002 are revised, per the new CAD system, to reflect dispatch time for all officers responding.

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The Field Operations Bureau is composed of the three Patrol divisions and the Special Operations Division. The primary responsibilities of this bureau are to protect life and property, to implement community-oriented policing, to suppress criminal activity, and to preserve the peace.

Patrol is organized into three shifts of police officers who work around the clock and handle an average of 6,200 calls for service per month.

Special Operations Division was expanded in FY 2003 to consolidate special response and traffic enforcement functions. Management of the tactical Special Operations team, coordination of traffic and pedestrian control for City-sponsored events, the K-9 Unit, the Hack Inspector's Office, which enforces laws pertaining to taxicabs, and the Honor Guard functions are located in this division. Oversight of the school crossing guards is also administered by this division.

The Community Support Section is now part of the Special Operations Division. The section implements the Residential Police Officer (RPO) program, the Community Oriented Policing (COPS) program, and the Domestic Violence Intervention Program (DVIP). Police officers in both RPO and COPS assignments are responsible for coordinating the efforts of residents and City government to improve the quality of life in specific communities. This section also will administer the COPS Universal Terrorism Preparedness grant that provides nine officers and one supervisor to focus on rapid response, surveillance, intelligence gathering and training related to homeland security.

- The Community Support Section consists of sworn officers and command staff who are assigned to the Alexandria communities in need of direct Police presence.
- The Domestic Violence Intervention Program (DVIP) fosters a regional approach to combating domestic violence.

## POLICE

### DETAIL BY DIVISION

- In FY 2003, 20 special events in the Alexandria community were staffed by Police personnel. The number of events varies each year.

The Traffic Enforcement Section includes the parking and tag enforcement staff, who also impound abandoned vehicles and immobilize vehicles with outstanding unpaid tickets.

DIVISION: Field Operations Bureau	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures	19,449,778	19,742,910	18,961,210	19,716,663
<u>FULL-TIME STAFFING</u>	234	243 *	241 **	241 **
* Reflects the addition of one Sergeant and eight Police Officers funded under the COPS Universal Hiring Terrorism Preparedness Program. This three year grant was awarded in September 2003. ** Reflects the addition of two motorcycle officers to expand the department's motorcycle unit to handle additional traffic volume in the City; and reflects the internal reallocation of patrol officers and investigative personnel to meet the changing trends in crime.				

### INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To ensure satisfactory provision of patrol services to Alexandria residents.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Number of officers in patrol operations	159	165	161	165	165
Average number of calls dispatched to patrol per month	6,500	6,100	6,200	6,200	6,200
Number of performance audits conducted each year	165	160	156	160	160
Percentage of officer performance audits rated satisfactory or better*	98%	95%	96%	95%	95%

- \* Each of the three Patrol shifts rates the performance of 5 police officers at random each month. Audit findings are based on responses from those citizens who have directly interacted with the officers.

OBJECTIVE: [Patrol/Community Support] To provide high visibility police patrol in high crime/nuisance areas.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Number of hours spent on foot patrol and other special assignments	44,733	41,494	34,195	35,000	35,000
Number of areas designated/targeted for foot patrol	17	17	17	17	17
Total number of contacts and checks made in areas designated/targeted for foot patrol	85,702	80,000	80,000	80,000	80,000

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To provide proactive, positive enforcement against nuisance crimes and offenses throughout the City.

#### Reported Nuisance Crimes in Alexandria: COPS Areas and Citywide Jan-Dec 2002 Compared to Jan-Dec 2003

	COPS 2002	COPS 2003	Change	City 2002	City 2003	Change
Disorderly Conduct	42	47	11.9%	147	162	10.2%
Liquor Laws	194	252	29.9%	609	696	14.3%
Prostitution	2	0	(100.0%)	13	4	(69.2%)
Gambling	1	2	100.0%	3	5	66.7%
Drunkenness	332	369	11.1%	1,032	1,093	5.9%
DWI	44	57	29.5%	370	488	31.9%
Drug Offenses	105	152	44.7%	376	542	44.1%
Vandalism	<u>167</u>	<u>282</u>	<u>68.9%</u>	<u>2,314</u>	<u>2,029</u>	<u>(12.3%)</u>
Total:	887	1,161	30.9%	4,864	5,019	3.2%

Source: Police Department. COPS program areas include: Andrew Adkins, Arlandria, Hampton Court, Hunter's Run, Inner City, James Bland, Landmark Center, Lynhaven, Mount Jefferson, Park Fairfax, and Samuel Madden.

OBJECTIVE: [Traffic Enforcement Section] To provide parking enforcement on City streets.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Total number of citations issued	86,693	85,180 *	92,116	92,000	92,000

\* Data have been revised from previously published budget documents.

OBJECTIVE: [Traffic Enforcement Section] To provide City tag enforcement on City streets and private property.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003 /1	Estimated FY 2004	Projected FY 2005
Number of citations issued for City tag violations*	8,428	6,959	11,292	11,000	11,000

\* Data have been revised from previously published budget documents.

/1 Increase is attributable to internal reassignment of additional staff to tag enforcement and hiring efforts have brought unit to full staffing.

OBJECTIVE: [Community Support] To provide Community Oriented Policing (COP) through the assignment of patrol officers to specific areas/neighborhoods within Alexandria.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Number of hours spent on COP/RPO assignments*	16,963	19,000	22,435	20,000	20,000
Number of officers assigned to COP/RPO projects	18	18	16	16	16

\* Data assume 60% of the officers' actual working time (85% of 2,080 hours per year) focused on COP efforts. Injuries contributed to lower Community Support staffing resulting in a lower number of hours on assignments in FY 2001.

## POLICE

### DETAIL BY DIVISION

The Investigations Bureau is composed of the Investigations Division and the Public Services Section. The primary responsibilities of the Investigations Division are to apprehend persons suspected of crimes, and to analyze, investigate, and resolve crimes. The Public Services Section is primarily responsible for administering crime prevention programs and the School Resource Officer program. The Bureau commander also oversees the department's volunteer program.

The Criminal Investigations Section conducts investigations of felonies and certain misdemeanor crimes, apprehends and interrogates suspects, and prepares cases for prosecution. This section provides investigative specialists trained in many disciplines. The Gang Unit gathers intelligence on suspected gang members and investigates suspected gang activity. The Youth Unit works closely with School Resource Officers (SRO) to investigate serious offenses occurring in City schools, and provide gang awareness training for School officials and parents.

The Identification Section supports the Field Operations and Investigations Bureaus by identifying criminals through processing crime scenes, forensic analysis of evidence, fingerprint analysis, and photographs. In FY 2003 this section responded to 2,341 calls for service and developed latent fingerprints at 70 percent of crime scenes processed.

The Vice/Narcotics Section and the Street Crimes Unit are responsible for the investigation and arrest of violators of vice, gambling, narcotics, liquor, organized crime, and nuisance laws. Officers are responsible for creating a negative effect on the financial gains experienced by those engaged in illegal activities. In calendar year 2002, the Vice/Narcotics Section executed 34 narcotics-related search warrants in the City, compared with 49 in CY 2001.

The Public Information Office is responsible for promptly and accurately notifying the Chief and command staff, the public, the media and City officials of significant police-related incidents.

The Internal Investigations Unit is responsible for investigating all complaints, internal and external, involving Police employees.

The Public Services Section is responsible for the administration and coordination of the School Resource Officer (SRO) program and the Community Liaison Officer program, which consists of 75 Police employees who serve as liaison officers with the community. The section also develops and administers citizen safety awareness and crime prevention programs, including Drug Abuse Resistance Education (DARE), Combat Auto Theft, and Neighborhood Watch. This section also plans and coordinates the Citizen and Youth Police Academies, and reviews special use permits.

# POLICE

## DETAIL BY DIVISION

DIVISION: Investigations Bureau	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures	8,223,528	8,243,230	9,034,543	9,370,217
<u>FULL-TIME STAFFING</u>	92	93 *	96 **	96 **
* Reflects the addition of one Schools Resource Officer (SRO) funded by a grant from the U.S. Department of Justice, COPS Program.				
** Reflects the transfer of one detective to the Office of Intelligence and Internal Security; and reflects the internal reallocation of patrol officers and investigative personnel to meet the changing trends in crime.				

## INDICATORS AND MEASURES

OBJECTIVE: [Crime Prevention Unit] To provide Community Oriented Policing through the Community Liaison Officer Program.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003/1	Estimated FY 2004	Projected FY 2005
Number of hours spent on Community Liaison functions by assigned officers	3,355	3,719	3,460	3,500	3,500
Number of Liaison Officers	74	73	75	75	75
Percentage of surveys rating the department satisfactory or better*	95%	95%	98%	95%	95%
Percentage of respondents who rated Liaison Officers satisfactory or better**	95%	94%	96%	95%	95%
Number of Neighborhood Watch Programs established	0	1	0	1	1

\* Data provided by a periodic questionnaire requesting a rating of the department's performance.

\*\* Data provided by a periodic questionnaire requesting a performance rating of the officers assigned to the Liaison Program.

/1 Data revised from previously published budget documents.

OBJECTIVE: [Information Services Section] To use Telephone Reporting Unit personnel to handle the public calls for service received via telephone to reduce patrol section workload.\*

	Estimated CY 2001	Estimated CY 2002	Estimated CY 2003	Estimated CY 2004	Projected CY 2005
Number of reports written by the entire department	16,828	16,843	18,000	18,000	18,000
Number of reports written by the Telephone Reporting Unit (TRU)	2,689	2,220	3,000	3,000	3,000
Reduction in Patrol workload for in-person responses, based on the number of reports written by the Telephone Reporting Unit	16%	13%	17%	17%	17%

\* Data have been revised from previously published budget documents.

OBJECTIVE: [Criminal Investigations Section] To investigate felony and misdemeanor cases, with an emphasis on case closure (target rates are established at 80% overall and 10% for multiple closures).

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Total number of cases assigned	2,100	2,291	2,042	2,100	2,100
Total assigned cases closed	1,533	1,543	1,396	1,400	1,400
Percent of assigned cases closed	73%	67%	68%	67%	67%
Percent of closures that were multiple closures*	7%	6%	4%	5%	5%

\* Multiple case closures occur when other cases can be resolved based on information obtained from investigating one case.

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Vice/Narcotics Section] To use undercover and other investigative techniques to disrupt and reduce illegal vice, narcotics, and organized crime-related activities.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Number of cases assigned	175	182	145	160	160
Number of vice/narcotics arrests	676	750	723	700	700
Financial loss to Vice/Narcotics offenders*	\$95,413	\$170,062	\$172,785	\$250,000	\$250,000

\* Based on federal reporting procedures, financial loss estimates include the value of property and money seized by officers assigned to Vice/Narcotics Unit. Data exclude the value of seizures made by federal task forces. The value of assets seized bears no direct relationship to the level of drug activity.

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OBJECTIVE: [Identification Section] To support field operations by collecting, processing, transporting and analyzing evidence at crime scenes.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Total requests for service*	2,656	2,431	2,341	2,500	2,500
Percent of fingerprints developed at scene (target is approximately 50%)*	63%	69%	70%	60%	60%

\* Data have been revised from previously published documents to reflect corrected figures for crime scenes.

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OBJECTIVE: [Internal Investigations Section] To investigate complaints against police employees involving excessive force, harassment, or use of demeaning language.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total number of cases investigated	18	10	30	N/A*	N/A*
Number of cases involving excessive force**	6/0	7/2	19/0	N/A*	N/A*
Number of cases involving harassment**	2/1	2/0	2/2	N/A*	N/A*
Number of cases involving demeaning language**	10/1	1/0	4/0	N/A*	N/A*

\* It is the department's policy not to release estimates of this information; however, the department will report this information when actual data is available.

\*\* Measures represent the number of cases investigated, followed by the number of cases sustained.

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OBJECTIVE: [Public Information Office (PIO)] To provide timely and accurate release of information on all major incidents.

	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Estimated FY 2004	Projected FY 2005
Number of major incidents requiring written release of information*	130	150	135	135	135
Percent of major incidents that receive coverage by at least one media source	100%	100%	100%	100%	100%

\* Data include estimated number of daily issues bulletins, press releases, and public service announcements issued as a more accurate reflection of the PIO's duties and responsibilities.



# POLICE

Addendum Table 1  
Police Department Staffing, FY 2002 - FY 2005

	FY 2002 Actual	FY 2003 Actual	FY 2004 Amended	FY 2005 Proposed	FY 2005 Approved
Sworn Management:					
Chief	1	1	1	1	1
Deputy Chief	3	3	3	3	3
Captain	7	7	7	7	7
Lieutenant	13	13	13	13	13
Sergeant	<u>36</u>	<u>36</u>	<u>37</u> \b	<u>37</u>	<u>37</u>
Total Sworn Management	60	60	61	61	61
Sworn Officers:					
Corporal	4	4	2 \c	2	2
Officers	<u>217</u>	<u>226</u> \a	<u>237</u> \c	<u>239</u> \d	<u>239</u> \d
Total Sworn Officers	<u>221</u>	<u>230</u>	<u>239</u>	<u>241</u>	<u>241</u>
TOTAL SWORN	<u>281</u>	<u>290</u>	<u>300</u>	<u>302</u>	<u>302</u>
TOTAL CIVILIANS	<u>139</u>	<u>140</u> \a	<u>140</u>	<u>141</u> \e	<u>141</u> \e
TOTAL POLICE STAFF	<u>420</u>	<u>430</u>	<u>440</u>	<u>443</u>	<u>443</u>

- \a Reflects the addition of four Police Officers to address patrol staffing levels and to maintain current response levels to calls for service, traffic accidents and routine arrests in light of the significant increase in commercial and residential development in the City; the addition of five Police Officers to ensure that the required staffing levels of sworn officers are maintained throughout the Department. The five positions will allow the Department to fill assignments, beats and slots which become vacant through turnover and address the heightened security needs of the City in light of the terrorist attacks on September 11, 2001; and the addition of one Contracts Administrator in the Fiscal/Fleet Management Division to handle contract review and administration, grant administration, as well as assisting the Division Chief in the areas of fiscal management and budget preparation.
- \b Reflects the addition of one sergeant funded under the COPS Universal Hiring Terrorism Preparedness Program. This 3 year grant was awarded in September 2003.
- \c Reflects the retirement of two corporals whose vacancies were filled by two Police Officer I positions; the addition of one School Resources Officer (SRO) funded by a grant from the U.S. Department of Justice, COPS in Schools Program; and reflects the addition of eight Police Officers funded under the COPS Universal Hiring Terrorism Preparedness Program. This 3-year grant was awarded in September 2003.
- \d Reflects the addition of two motorcycle officers to expand the department's motorcycle unit to handle additional traffic volume in the City.
- \e Reflects the addition of one Security Manager to handle multiple issues including the slab repair at the Public Safety Building ensuring the construction, parking, office and storage space needs of Police employees are met.

## POLICE

Addendum Table 2 COMPARATIVE POLICE STAFFING Authorized Sworn Strength for Selected Virginia and Local Jurisdictions (FY 2004) *					
JURISDICTION	POPULATION - 2003	SQUARE MILES	FY 2004 SWORN STRENGTH	POLICE PER SQUARE MILE	POLICE PER 1,000 POPULATION
Alexandria	134,242	15.75	300	19.0	2.2
Arlington County	198,000	26	362	13.9	1.8
Fairfax County	1,000,004	399	1,309	3.3	1.3
Hampton	146,437	55	276	5.0	1.9
Montgomery County, Maryland	896,000	502	1,088	2.2	1.2
Newport News	184,600	64	417	6.5	2.3
Norfolk	234,403	66	757	11.5	3.2
Portsmouth	100,565	30	250	8.3	2.5
Prince George's County, Maryland	816,791	487	1,420	2.9	1.7
Prince William County	330,110	348	451	1.3	1.4
Richmond	197,790	64	687	10.7	3.5
Roanoke City	94,911	43	244	5.7	2.6

\* Data based on responses of police/fiscal staff from participating jurisdictions. The allocation of functions between sworn and civilian personnel may affect comparisons.

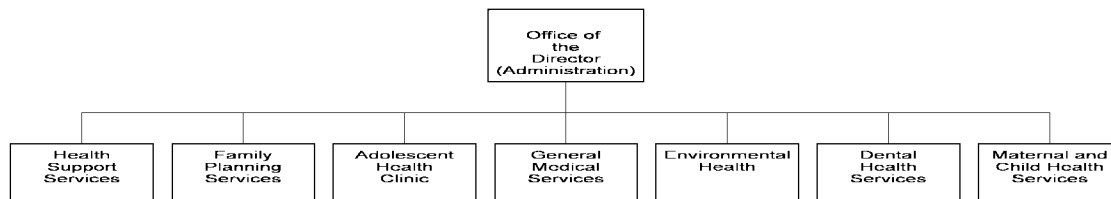
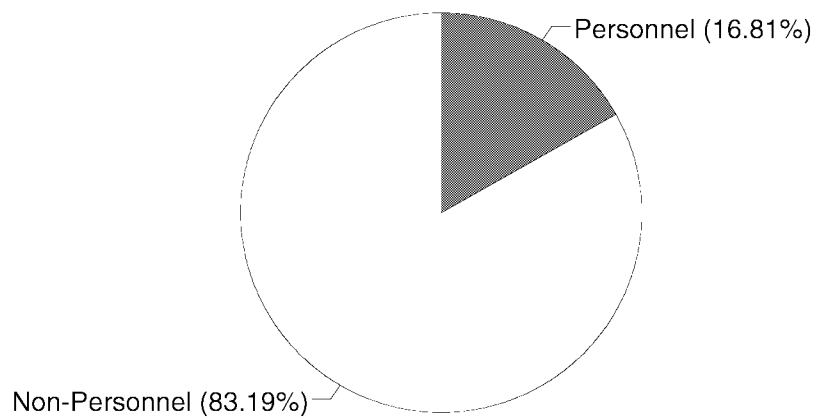
Addendum Table 3 PART I CRIMES FOR CY 2002 AND CY 2003 Alexandria Police Department				
TYPE OF CRIME	CY 2002	CY 2003	CHANGE	PERCENTAGE CHANGE
Homicide	2	4	2	100.0%
Rape	20	27	7	35.0%
Robbery	200	179	(21)	(10.5%)
Aggravated Assault	186	192	6	(3.2%)
Burglary	486	497	11	2.3%
Larceny	4,220	3,754	(466)	(11.0%)
Auto Theft	794	640	(154)	(19.4%)
TOTAL	5,908	5,293	(615)	(10.4%)

## WORK SESSION NOTES AND COMMENTS

# ALEXANDRIA HEALTH DEPARTMENT

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## FY 2005 Approved Expenditures by Type



## ALEXANDRIA HEALTH DEPARTMENT

517 North St. Asaph Street • Alexandria, VA 22314 • 703.838.4400  
Charles Konigsberg, Jr., M.D., M.P.H., Director • [charles.konigsberg@vdh.virginia.gov](mailto:charles.konigsberg@vdh.virginia.gov)

**PROGRAM GOAL:** To provide health services and related programs for the residents of Alexandria as outlined in the Code of Virginia, Title 32-40, prevent and control disease, protect the environment, eliminate unsanitary and unsafe conditions and promote the physical and emotional well-being of Alexandria residents.

### OBJECTIVES:

- To provide pharmaceutical services to eligible clinic patients.
- To provide health services to Alexandria residents 12 to 19 years of age at the Adolescent Health Clinic.
- To provide medical evaluation and follow-up to medically indigent, HIV-infected Alexandria residents.
- To provide screening, diagnosis and treatment for tuberculosis cases, their contacts, and other individuals with latent TB infection through the provision of services in the clinic, community and in the home.
- To provide health services efficiently and appropriately to Alexandria's indigent population at the Flora K. Casey Health Center.
- To provide emergency dental services to low-income adults.
- To inspect all food facilities in accordance with the State variable frequency inspection program in order to maintain food establishments at an acceptable level of sanitation.
- To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, chicken pox, mumps, measles, rubella, H. influenza type B, Hepatitis B, and pneumococcal pneumonia, for eligible children from birth through 21 years of age.
- To provide family planning and gynecological services to women in the City of Alexandria.

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,021,800	1,097,937	1,172,302	1,215,614
NON-PERSONNEL	5,896,585	5,947,082	5,928,875	6,013,875
CAPITAL GOODS OUTLAY	<u>0</u>	<u>22,000</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>6,918,385</u>	<u>7,067,019</u>	<u>7,101,177</u>	<u>7,229,489</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUES	60,316	0	0	0
INTERNAL SERVICES FUND	<u>0</u>	<u>22,000</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>60,316</u>	<u>22,000</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>6,858,069</u>	<u>7,045,019</u>	<u>7,101,177</u>	<u>7,229,489</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 2.6%

FULL-TIME CITY POSITIONS*	7.0	6.0 *	8.0 **	8.0 **
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\* Position counts exclude State positions. 1.0 FTE Public Health Nurse at the Arlandria Health Center will no longer be paid with City General Fund monies after the Health Center becomes a Federally Qualified Community Health Center during FY 2004.

\*\* Reflects 2.0 FTE new positions concerning the Mosquitoborne Illness Prevention Program from contractor-provided to City staff provided.

## ALEXANDRIA HEALTH DEPARTMENT

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Health Department reflects an increase of \$56,158, or 0.8 percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed personnel expenditures represent an increase of \$74,365, or 6.8 percent, as compared to the approved FY 2004 General Fund budget. The increase is primarily attributable to the planned merit increase for employees in FY 2005 and the recommended addition of new staff in the Mosquitoborne Illness Prevention Program, which is proposed to be no longer contracted out.
- Proposed non-personnel expenditures represent a decrease of \$18,207, or 0.3 percent, as compared to the approved FY 2004 General Fund budget. This decrease is primarily attributable to the recommended supplemental to fund the Mosquitoborne Illness Prevention Program in-house, rather than contracting it out, which shifts expenditures from non-personnel to personnel (a savings of \$71,062 in the first year). Non-personnel expenditures for FY 2005 also include \$48,624 in additional funding for the full-year cost of utilities at the new facility at 4480 King Street.
- Capital outlay expenditures decreased 100 percent because the Department does not plan to purchase any replacement vehicles in FY 2005.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Alexandria Health Department reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A 2.5 percent vacancy factor, or \$22,704, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$74,116, including savings of \$71,062 realized by the recommended supplemental request to perform the Mosquitoborne Illness Prevention Program in-house rather than contract out.
- Marginal service-based expenditure reductions totaled \$35,225, including a small reduction in referral of complex oral surgery cases, the discontinuation of audiology services at Casey Health Center, and the State-mandated transfer of in-house IT staff to the new Virginia Information Technology Agency (VITA).

## ALEXANDRIA HEALTH DEPARTMENT

### Supplemental Budget Requests

#### Approved

1. Mosquitoborne Illness Prevention Program (\$71,062)

This supplemental request will fund two full-time, two seasonal, and two summer interns to develop an in-house arbovirus prevention program. The program is currently provided through an outside contractor. In addition to providing better quality control and quicker response time, providing the service in-house will be less costly in FY 2005, saving \$71,062.

2. Special Consultation and Diagnostic Services \$39,000

This partially funded supplemental request will provide additional funds to reimburse local medical providers for diagnostic services provided to Casey clinic patients, especially for advanced technologies such as colonoscopies, cardiac scans, magnetic imaging, and Dopplers. The Department requested a total of \$72,000 for these services.

3. Alexandria Neighborhood Health Services, Inc. (ANHSI) \$25,000

This partially funded supplemental request will fund additional occupancy costs for the Arlandria Health Center, now a Federally Qualified Community Health Center, as it expands services, and moves to a new location during FY 2005. This \$25,000 increase brings the total City support to \$265,000 for FY 2005. ANHSI, Inc. requested a total of \$30,000 in new funding.

4. New Computers for 4480 King Street \$28,000

This supplemental request provides funds for the purchase of 20 new computers in anticipation of the Health Department's move to 4480 King Street in early FY 2005. Additional computers are required due to an increase in the number of workstations incorporated in the building's design. It should be noted that ownership will pass to the Health Department/Commonwealth of Virginia. The Commonwealth will need to provide support for this equipment and replacements when needed.

#### Not Approved

1. Special Consultation and Diagnostic Services \$33,000
  2. Alexandria Neighborhood Health Services, Inc. (ANHSI) \$5,000
  3. Inova Alexandria Hospital – Additional Funding for the Inpatient Indigent Care subsidy \$200,000
-

## ALEXANDRIA HEALTH DEPARTMENT

### DETAIL BY DIVISION

The Alexandria Health Department is one of 35 State health district offices of the Virginia Department of Health providing community health services. The Health Department records vital statistics for the City; provides laboratory services; monitors water pollution, and advises the City Council and City Manager on environmental issues. The department also inspects food and personal grooming establishments, swimming pools, and other businesses to ensure safe and healthful conditions.

The Health Department provides primary and/or preventive health care services at three sites: the main facility on North Saint Asaph Street, to be relocated to 4480 King Street during FY 2005; the Flora Krause Casey Health Center on North Howard Street; and the Adolescent Health Center on Braddock Road. The Arlandria Health Center (previously the Arlandria Health Center for Women and Children) is no longer directly affiliated with the Health Department. All clinic services are targeted to Alexandria residents who meet State Board of Health income guidelines. Staff at the main Health Department facility provide preventive health services, such as tuberculosis screening and treatment, dental clinic services for both children and adults, children's immunizations and routine child health supervision, family planning services, nutrition services including the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and services for the diagnosis and treatment of sexually transmitted diseases, including HIV testing and counseling. The Casey Health Center offers primary health care services including treatment for chronic and infectious diseases, prenatal care and gynecology, pediatric services for sick children, health education, nutrition counseling, audiology services, dispensing of prescriptions, laboratory services and social services, as well as specialty clinic services such as surgery, podiatry, and oncology. Approximately 9,117 Alexandrians received clinical services in 25,614 visits to the Casey Health Center in FY 2003. Van transportation is available between the three Health Department sites.

Funding for the Health Department is provided through a combination of City and State cooperative budgeting, State and federal grants, client fees and donations. The Health Department is made up of eight divisions including departmental administration and seven major program areas: Health Support, Family Planning, Adolescent Health, General Medical, Dental Health, Environmental Health, and Maternal and Child Health.

The Administrative Division provides management and fiscal support for the department's ongoing programs and for 24 State and federal non-pass through grants. The division manages departmental computerization, medical records, vital records/statistics, departmental budgeting for State and City funding, collection of revenue including patient fees and Medicaid/Medicare reimbursements, procurement operations and facility management operations.

# ALEXANDRIA HEALTH DEPARTMENT

## DETAIL BY DIVISION

DIVISION: Administration	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures *	4,847,366	4,883,891	4,970,309	5,068,949
FULL-TIME STAFFING **	1	1	1	1
<p>* Includes the City's required 45 percent local matching share for the State / City cooperative budget, plus local salary supplements, and the City's \$700,000 annual subsidy of INOVA Alexandria Hospital inpatient indigent care. The approved FY 2005 budget includes merit increases for State and City employees, and additional funding (\$48,624) for full-year cost of utilities at the new facility at 4480 King Street.</p> <p>** All administrative staff are State employees except the Supervisory Account Clerk position.</p>				

Health Support staff provide general laboratory tests and fill prescriptions for clients of the Health Department's various clinics including Casey Health Center and the Adolescent Health Clinic. Laboratory staff also perform tests for the Alexandria Detention Center and Northern Virginia Juvenile Detention Center. Pharmacy staff fill prescriptions for eligible patients who are seen in Health Department clinics. Prescriptions are generated by department clinicians; INOVA Alexandria Hospital; private doctors with an approved clinic referral; and the department's various specialty clinics, such as the chest, pediatric, immunization, family planning, adolescent health, and sexually transmitted disease clinics. Private patients diagnosed with HIV who meet certain financial eligibility criteria are also provided certain pharmaceuticals, funded by the federal AIDS Drug Assistance Program (ADAP).

DIVISION: Health Support	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures *	68,796	73,136	73,863	76,505
FULL-TIME STAFFING	1	1	1	1
* Excludes costs budgeted within the cooperative budget that are captured in the Administrative Division.				

## INDICATORS AND MEASURES

OBJECTIVE: [Health Support] To provide pharmaceutical services to eligible clinic patients.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of prescriptions dispensed per year*	73,514	57,760	40,338	40,000	40,000
Number of prescriptions dispensed per work day (based on an estimated 250 work days per year) *	300	231	163	160	160

\* Decrease is due to a change in refill methods to 90-day refills (consistent with most HMOs) instead of 30-day refills and/or until the client's next doctor's appointment.



## ALEXANDRIA HEALTH DEPARTMENT

### DETAIL BY DIVISION

The Adolescent Health Clinic provides a variety of health services to City residents ages 12 through 19 years old. In addition to encouraging a healthy lifestyle through health education, the clinic provides a broad spectrum of health care services. The primary services rendered at the clinic are athletic-related physical examinations, family planning services, diagnosis and treatment of sexually transmitted diseases, care for episodic illnesses, and mental health and substance abuse counseling. Medical emergencies and conditions requiring further evaluation and/or prolonged treatment are referred to the emergency room, the adolescent's personal family physician, the Alexandria Medical Society, or the Children's Specialty Services.

DIVISION: Adolescent Health Clinic	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures	294,519	362,051	360,622	368,604
FULL-TIME STAFFING *	1	1	1	1
* The full-time medical supervisor position also works in the General Medical Services Division.				

### INDICATORS AND MEASURES

OBJECTIVE: [Adolescent Clinic] To provide health services to Alexandria residents 12 to 19 years of age.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of adolescent patient visits	3,366	3,380	3,049	3,110	3,172
Percent of services involving family planning	27%	37%	38%	39%	39%

General Medical Services staff are responsible for primary care at the Casey Health Center through Internal Medicine clinics and specialty clinics. Examples of specialty clinics and services offered include oncology, podiatry, social work, and surgical follow-up. General medical services also include tuberculosis screening and treatment, diagnosis and treatment of sexually transmitted diseases, and communicable disease surveillance and follow-up. Public health nurses coordinate patient care through telephone outreach, nurse clinic visits, and limited home visits.

The department also provides a full continuum of HIV/AIDS services. Anonymous and confidential HIV testing and a variety of services are available to eligible persons living with HIV. In addition to medical care services, patients receive public health nurse case management, partner counseling and referral, emergency drug assistance, nutrition counseling, nutrition supplements, dental care, and referrals to other support services. A portion of these services is funded through federal Ryan White CARE Act grant funds. General medical services were provided to 240 medically indigent persons living with HIV in FY 2003. Of this total, 62 individuals were new patients.

## ALEXANDRIA HEALTH DEPARTMENT

### DETAIL BY DIVISION

In addition, the department participates in the federal AIDS Drug Assistance Program (ADAP). The State no longer funds the Minority AIDS Coordinator position. After January 2004, HIV prevention grants will be solicited, awarded and managed by the Virginia Department of Health. Department staff continue their participation in the Northern Virginia HIV Consortium and the Alexandria Commission on HIV/AIDS, to develop goals, objectives and strategies for addressing HIV/ AIDS.

The department also administers two Center for Disease Control (CDC) grant-funded chronic disease prevention programs that focus on nutrition and physical activity. The Preventive Health and Health Services Program (PHHS) promotes individual behavior change to prevent obesity and the resulting risk of chronic disease. Currently, grant activities focus on the Sisters Together Program, a walking program targeting African American women ages 18-35, and smaller projects to support school activities, such as walking clubs.

The Cardiovascular Health Project, the second CDC grant-funded chronic disease prevention program, is focused on partnering with the City and community organizations to decrease the risk of cardiovascular disease by improving relevant environmental elements and policies. Grant funding has been used to purchase bicycles for a middle school safe bicycling physical education unit and for development of a walking tour brochure. The project has also made it possible for ACPS to provide staff trainings, work on healthy menu changes and provide positive nutrition and physical activity messages in school cafeterias.

Nutrition services are coordinated with other department programs to promote healthy eating and regular physical activity, foster normal growth and development in infants and children, prevent nutrition-related chronic disease, and provide effective nutrition intervention for clinic patients. The largest component is the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), which provides approximately 2,130 Alexandrians with vouchers for nutritious foods each month, nutrition information and counseling, breast feeding support, immunization screening and referrals to health and other community services. Individual nutrition assessment and counseling are provided for maternity, high risk pediatric, adult chronic disease and HIV/AIDS patients at all Health Department sites. Through a contract with the Resource Mothers Program, the Health Department also provides individualized home-based nutrition services to pregnant teens and their infants. Nutrition services offered in the community include nutrition education classes, professional in-service training for City and community agencies and public information at health fairs.

	ACTUAL FY2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: General Medical Services				
General Fund Expenditures *	962,567	913,819	937,109 **	946,256 **
FULL-TIME STAFFING	3	3	3	3
* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.				
** Includes an approved supplemental request of \$39,000 for special consultation and diagnostic testing for Casey Clinic patients and continued funding of \$270,000 for pre-approved outpatient services at INOVA Alexandria Hospital.				

# ALEXANDRIA HEALTH DEPARTMENT

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide screening, diagnosis and treatment for tuberculosis cases, their contacts, and other individuals with latent TB infection (LTBI) through the provision of services in the clinic, community and in the home.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of patient clinic visits	8,412	8,059 *	7,829	8,000	8,000
Number of patients initiating LTBI treatment	735	592	734	800	800
Number of new tuberculosis cases diagnosed	16	14	15	15	15
Number of chest x-rays performed	1,008	997	930	1,000	1,000

\* Number of Clinic visits decreased due to fewer Purified Protein Derivative (PPD) skin tests done.

OBJECTIVE: [General Medical] To provide health services efficiently and appropriately to Alexandria's indigent population at the Flora K. Casey Health Center.

	Actual FY 2001 *	Actual FY 2002 *	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Primary care visits to physicians/ General Medical	n/a	n/a	5,479	5,500	5,500
Visits to nurses (all programs)	n/a	n/a	4,197	4,200	4,200
Pediatric visits (neonatal and sick visits)	n/a	n/a	3,388	3,388	3,388
Obstetric visits	n/a	n/a	5,380	5,380	5,380
Visits to Specialty Clinics **	n/a	n/a	586	550	550
Miscellaneous ***	n/a	n/a	6,584	6,600	6,600
Total Patient Visits	26,118	28,810	25,614	25,618	25,618

\* New data collection procedures to not provide accurate breakdown of clinic visits for FY 2001 and FY 2002.

\*\* Specialty Clinics include surgery, oncology, audiology and podiatry.

\*\*\* Miscellaneous includes prescription refills, nutrition, and immunizations.

OBJECTIVE: [General Medical] To provide medical evaluation and follow-up to medically indigent, HIV-infected Alexandria residents.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of persons counseled and tested in HIV clinics *	445	430	563	550	600
Number of persons counseled in primary care, family planning and obstetrics clinics	1,064	1,223	1,073	1,200	1,200
Number of HIV/AIDS cases that receive follow-up contact investigation by Health Department staff **	112	71	90	100	100
Number of persons counseled in Sexually Transmitted Disease Clinics	908	639 ***	668	700	700

\* There was a slight increase in the STD Clinic attendance in FY 2003.

\*\* Number of cases declined in FY 2002 due to reporting changes. Persons living in Fairfax County with Alexandria mailing addresses are no longer counted on the Alexandria caseload, but are referred to Fairfax County for follow-up.

\*\*\* The decrease in STDs relates to a change in reporting required by the Virginia Department of Health. Some non-infectious latent cases are no longer reported.

# ALEXANDRIA HEALTH DEPARTMENT

## DETAIL BY DIVISION

Dental Health services are provided to eligible residents, including emergency dental care for adults, dentures for senior citizens, and comprehensive, preventive, diagnostic and treatment services for residents between 4 and 21 years of age. The Ryan White CARE Act funds one session of dental care per week for persons living with HIV infection.

DIVISION: Dental Health	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures *	156,237	171,985	168,637	171,469
FULL-TIME STAFFING **	0	0	0	0
* Excludes costs budgeted within the cooperative budget that are captured in the Administrative Division.				
** The Division has no City-funded full-time positions.				

## INDICATORS AND MEASURES

OBJECTIVE: [Adult Dental Health] To provide emergency dental services to low-income adults.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total patients seen in clinic	1,763	1,622	1,287 *	1,600	1,600
Number of procedures performed	5,201	4,866	4,331 *	4,800	4,800

\* Decrease in patients and procedures in FY 2003 attributed to a lack of contract dentists.

The Environmental Health Division prevents foodborne disease by performing food safety evaluations at all the places that serve or sell food to the public in the City. This includes restaurants, schools, child care centers, grocery stores, and vendors at special events. The Division prevents waterborne disease by monitoring lab tests of the City's drinking water supply, evaluating the safety of swimming pools, and regulating sewage disposal at the six marinas in the City. The Division prevents vectorborne disease by carrying out an extensive mosquito control program and by tracking animal rabies cases. The Division also investigates complaints about environmental health conditions and inspects the sanitation of barber and beauty shops, nail salons, massage therapists, hotels, motels, and health clubs. The Division investigates cases of environmentally linked disease and cases of child lead poisoning.

The Mosquitoborne Illness Prevention Program, located in the Environmental Health Division, maintains an active surveillance program to detect West Nile virus and other arboviruses in mosquitos, animals, and humans in the City. The Division, in addition, carries out an active educational campaign to teach residents how to eliminate mosquito breeding sites and how to protect themselves from mosquito bites. During FY 2005 it is proposed to provide larviciding of all the drop inlets, storm water retention ponds, and City owned flat roofed buildings in the City through the Health Department, rather than contract these services out. This will allow for better quality control, quicker response time and be less costly in FY 2005.

# ALEXANDRIA HEALTH DEPARTMENT

## DETAIL BY DIVISION

DIVISION: Environmental Health & Toxics Administration	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures *	269,518	359,432	284,116 **	289,907 **
FULL-TIME STAFFING **	0	0	2 **	2 **
<p>* Excludes costs budgeted within the Cooperative budget that are captured in the Administration Division.</p> <p>** Includes an approved supplemental request to provide the Mosquitoborne Illness Prevention Program in-house rather than through a contractor. The Department estimates this will save \$71,062 in the first year. Program includes 2 full-time staff.</p>				

## INDICATORS AND MEASURES

OBJECTIVE: [Environmental Health] To inspect all food facilities in accordance with the State variable frequency inspection program in order to maintain food establishments at an acceptable level of sanitation.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Percent of regulated businesses inspected	100 %	100 %	100 %	100 %	100 %
Total number of inspections/services of regulated businesses	6,256	7,257	7,794	7,800	7,800
Inspection visits per establishment per year	9.5	10.8	11.2	11.2	11.2
Reported foodborne illness	42	31	62 *	60	60

\* Higher number of reported foodborne illnesses may be due to improved surveillance since September 11, 2001.

Maternal and Child Health Care Services staff provide Alexandria's low-income families with a variety of preventive health services, such as well child examinations, immunizations, developmental assessment, parent counseling, health education, referral, and day care/school entrance physical examinations. Families received 3,703 well child check-ups during FY 2003. This program also provides case management and follow-up for children with complex health care needs. Public Health Nurses provide the only professional home visiting services and case management for the most high-risk mothers and babies seen in Health Department clinics.

The Immunization Program continues to improve the immunization rates of infants and preschool children in the City of Alexandria. Several different rates are tracked. Retrospective assessments are done each year on all children entering public and private kindergartens. These rates are low because they include children who were born elsewhere, often in countries where some vaccines are not routinely given, and came here without having received the full complement of vaccines by age two years. Their immunizations are brought up to date for school entry. Rates for children using the Health Department are tracked as well. The Health Department rate has been increasing slowly and is now 89 percent. The City retrospective kindergarten rate for calendar year 2003 was 82 percent.

## ALEXANDRIA HEALTH DEPARTMENT

### DETAIL BY DIVISION

The Arlandria Health Center (formerly the Arlandria Health Center for Women and Children) began as a unique public-private partnership between the City of Alexandria, the Commonwealth of Virginia and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created to sustain and manage the clinic as the initial federal grant funding for the clinic obtained by the Alexandria Health Department ended in 1996. ANHSI was recently awarded a federal grant of approximately \$554,000 beginning in December 2003 to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. The three-year grant will increase to \$650,000 in years two and three. ANHSI is in the process of hiring staff and changing the Board's composition to make this transition and to comply with federal regulations. As a Federally Qualified Community Health Center, the Arlandria Health Center will provide basic primary care services, including mental health services and dental care, to anyone who walks through the door. The Arlandria Health Center is no longer a clinic of the Alexandria Health Department and the Health Department provides no administrative support to the Health Center.

In addition to expanding its array of primary care services and serving men, the Arlandria Health Center will continue to provide comprehensive reproductive and gynecological care for women including family planning, sick care, nutrition counseling, testing for pregnancy, screening for tuberculosis, diabetes, HIV and other illnesses, and referral to INOVA Alexandria Hospital or other providers as indicated. Services for children include well and sick care, immunizations, health assessment, and referral for services. Certification and participation in the Supplemental Nutrition for Women, Infants, and Children (WIC) program is an integral component of services provided at the Arlandria Health Center. Families are also assisted in applying for Medicaid or Security (FAMIS) coverage for their children. The entire staff of the clinic is bilingual, most in English and Spanish. The Health Center provided 7,855 patient visits in FY 2003.

DIVISION: Maternal & Child Health Care Services	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures*	259,066	280,705	306,521 **	307,799 **
<u>FULL-TIME STAFFING</u>	1	0 ***	0	0
<p>* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.</p> <p>** Includes an approved supplemental of \$25,000 to the Arlandria Health Center (AHC) (formerly the Arlandria Health Center for Women and Children) to defray occupancy costs. The Arlandria Health Center recently received federal funding and has become a Federally Qualified Community Health Center. The Center plans to move in FY 2005. This will bring the City's support of the Arlandria Health Center from \$240,000 in FY 2004 to \$265,000 in FY 2005, not including any possible funding from the Community Partnership Fund in response to an AHC request.</p> <p>*** One full-time Public Health Nurse at the Arlandria Health Center will no longer be paid from the City General Fund.</p>				

## ALEXANDRIA HEALTH DEPARTMENT

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Maternal/Child Health] To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, chicken pox, mumps, measles, rubella, H. influenza type B, Hepatitis B, and pneumococcal pneumonia, for eligible children from birth through 21 years of age.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of immunizations patients	4,589	4,816	4,782	4,800	4,800
Percentage of immunizations completed for eligible children by the age of two:					
Health Department Clients	88%	89%	89%	91%	91%
Retrospective Kindergarten rate	74%	76%	82%	82%	82%

Family Planning staff provide a full spectrum of reproductive care services to women of all ages and income levels. A routine family planning visit includes a complete gynecological assessment, laboratory services, and health education and counseling services. Staff provide birth control, nutrition, smoking cessation, disease prevention and substance abuse counseling. Pregnancy testing services are provided, with appropriate referrals. HIV counseling and testing services, when warranted, are also available to Family Planning clients. During FY 2003, 3,847 women received family planning services at the Health Department.

In addition, complete gynecological services are available to clients who are eligible for primary care at the Flora Casey Center. These clients receive reproductive health education, pre-menopausal counseling and nutrition counseling. They also receive guidance that will assist them in learning how to live "healthy heart" lifestyles.

Since FY 1993, the Health Department has received support annually from the Children's Fund, a City program that provides funding for early childhood development programs. (For more information on the Children's Fund, please refer to the Department of Human Services text in the Health and Welfare section of this document.) The grant monies awarded to the Health Department fund additional prenatal services to decrease the waiting time for obstetric services for new patients and increase the percentage of women beginning prenatal care in the first trimester of pregnancy. In FY 2003, the average wait time for a new patient to be seen for her first appointment was 4.0 weeks, and 33 percent of patients seen were in their first trimester of pregnancy.

#### INDICATORS AND MEASURES

OBJECTIVE: [Family Planning] To provide family planning and gynecological services to women in the City of Alexandria.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of family planning visits	5,919	4,910 *	4,790	4,800	4,900
Number of women receiving family planning physical assessments	3,033	2,520	3,847	3,900	4,000

\* The decrease in family planning visits is due to a reduction in the number of medical providers.

### WORK SESSION NOTES AND COMMENTS

# COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

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## COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

**COMMUNITY PARTNERSHIP FUND DESCRIPTION:** The Community Partnership Fund for Human Services was established by the Alexandria City Council on October 14, 1997. Under this process, the City Council annually holds a public hearing on human services priorities in the fall of each year. The public hearing on FY 2005 priorities was held on September 13, 2003. Following public comment on these priorities, the City Council adopts broad human services priorities. During the City's annual budget process, the City Manager recommends an aggregate amount of funding available for the grant proposal process to address these priorities. Following City Council's adoption of the budget, after recommendations are made by an independent citizens review panel, awards to non-profit agencies are made by the City Manager on a competitive basis through this formal Request for Grant Proposal process. The City Manager will notify successful grant applicants in writing by the first week in June, for the grant year beginning October 1 and ending September 30.

Adopted on September 14, 2002 were ways to improve the Community Partnership Fund for Human Services, including removing the priority "Activities and programs to provide positive educational, social and recreational alternatives for middle school youth and teens" from the Community Partnership Fund and the transfer of an appropriate amount of money (\$155,900) from the Community Partnership Fund to the Youth Fund to eliminate potential overlap of the functions of these two funds. The Community Partnership Fund will be used to serve adults age 22 and over, persons with disabilities, families and the senior population, and programs that serve anyone in need regardless of age. The Youth Fund will serve youth ages 6 - 21, and the Children's Fund (located in the Department of Human Services budget) will serve children age prenatally through five.

### Community Partnership Fund FY 2005 Program Priorities

The following priorities for the Community Partnership Fund for Human Services were approved on September 13, 2003 by City Council for Fiscal Year 2005 for the grant period October 1, 2004 through September 30, 2005:

#### **SELF SUFFICIENCY**

- Programs to promote self-sufficiency and independence (including but not limited to helping individuals access and maintain employment, housing and home ownership opportunities)
- Programs to aid families and individuals in crisis
- Programs directed at assisting immigrant populations to receive proper documentation and determination of citizen status or naturalization status, as well as help them become active citizens and be positive influential members of the community
- Programs to promote independent living, equality of opportunity and economic self-sufficiency for persons with disabilities

## COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

### Community Partnership Fund FY 2005 Program Priorities, continued

#### **PREVENTION**

- Community support programs that promote family and individual stability
- Community/neighborhood programs to prevent crime, violence, social isolation and neighborhood deterioration

#### **PROTECTION AND TREATMENT**

- Programs to prevent/reduce the impact of abuse and neglect
  - Programs to provide affordable treatment for health, mental health and alcohol and drug problems
  - Activities to reduce threats to the public health
- 

**YOUTH FUND DESCRIPTION:** The City of Alexandria Youth Fund was established by City Council on May 7, 2001, and was expanded to include all youth from ages 6 to 21, on September 14, 2002. The Fund seeks to mobilize organizations and institutions to take action around a shared understanding of positive asset development in the youth of Alexandria. The monies in the Youth Fund are awarded by the Alexandria Youth Policy Commission and the fund is administered by the City's Department of Human Services, Office of Youth Services. The Youth Fund is a competitive grant with goals of promoting and enhancing youth development following the Developmental Asset approach produced by the Search Institute of Minneapolis, Minnesota.

The Development Asset model identifies over 40 factors for young people's growth and development. The model provides a framework for mobilizing communities to take action in shaping young people's lives. The Development Asset model is based on years of scientific inquiry into risk and resiliency factors, as well as normal developmental processes. The model is broken into two categories, external and internal assets. External assets are positive developmental experiences that surround youth with support, empowerment, boundaries and expectations, and opportunities for constructive use of time. Internal assets are the young person's own commitments, values and competencies. The 40 factors are grouped into eight categories: support from families and others; empowerment and opportunity to contribute; boundaries and expectations; constructive use of time; commitment to learning; positive values; skills to make positive choices; and positive identity.

During the City's annual budget process, the City Manager recommends an aggregate amount of funding available for the grant proposal process to address these developmental assets. Following City Council's adoption of the budget, after recommendations are made by the

## COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

### Youth Fund Description, continued

Youth Policy Commission, awards to non-profit agencies are made on a competitive basis through this formal Request for Grant Proposal process. The Office of Youth Services will notify successful grant applicants in writing on or before June 30, for the grant year beginning October 1 and ending September 30.

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### TOTAL FINANCIAL RESOURCES

	COMPETITIVE GRANT FUNDING COMMUNITY PARTNERSHIP, YOUTH FUNDS FOR HUMAN SERVICES AND CHILDREN'S FUND			
	FY 2003 ACTUAL	FY 2004 APPROVED **	FY 2005 PROPOSED	FY 2005 APPROVED ***
COMMUNITY PARTNERSHIP FUND	870,500	821,690	862,775	862,775
YOUTH FUND	100,000	278,310	292,226	292,226
CHILDREN'S FUND (BUDGETED IN THE DEPARTMENT OF HUMAN SERVICES)	<u>1,081,010 *</u>	<u>1,003,632</u>	<u>1,053,814</u>	<u>1,053,814</u>
TOTAL EXPENDITURES	<u>2,051,510</u>	<u>2,103,632</u>	<u>2,208,815</u>	<u>2,208,815</u>

\* FY 2003 Children's Fund included prior year carryover monies.

\*\* On September 14, 2002, City Council adopted ways to improve the Community Partnership Fund, which included changing the priorities regarding middle school youth and teens and the subsequent transfer of monies from the Community Partnership Fund to the Youth Fund. Please see discussion in the front of this section for complete details.

\*\*\* The Community Partnership Fund, the Youth Fund and the Children's Fund approved budgets are increased by \$105,183, or 5.0 percent in total, which more than provides an inflationary adjustment factor.

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### City Manager Proposed - Community Partnership Fund

- The Proposed FY 2005 General Fund budget for the Community Partnership Fund reflects an increase of \$41,085, or 5.0 percent. This rate of increase more than provides an inflationary adjustment factor.
- Similar to prior years, the applications for Community Partnership funding exceed the proposed budget level. For FY 2005, applications total \$1,784,209 in requests with \$862,775 in funding to address these requests.

### City Manager Proposed - Youth Fund

- The Proposed FY 2005 General Fund budget for the Youth Fund reflects an increase of \$13,916, or 5.0 percent. This rate of increase more than provides an inflationary adjustment factor.
- Grant applications for the FY 2005 funding cycle are due to the City on March 31, 2004.

### City Council Approved

- City Council adopted the budget for this department as proposed by the City Manager with no changes.

## COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

The Addendum Table entitled "FY 2005 Community Partnership Fund Grants" summarizes the grant awards that were announced in June, 2004 for the grant period October 1, 2004 through September 30, 2005.

### FY 2005 Community Partnership Fund Grants

ORGANIZATION	PROGRAM	FY 2005 REQUEST	FY 2005 APPROVED
Alexandria Christmas in April	Rebuilding Together	\$45,000	\$6,000
Alexandria Neighborhood Health Services, Inc. (ANHSL)	Neighborhood-based Family Support and Mental Health Services in Arlandria	\$57,650	\$47,000
Alexandria Volunteer Bureau (AVB)	Volunteer Clearinghouse & Resource Center	\$60,000	\$54,000
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family	\$44,000	\$32,000
Carpenter's Shelter	Residential /Hypothermia Shelter, David's Place, Transitional Housing and Aftercare Program	\$100,000	\$64,000
Center for Employment Training (CET)	Provide Alexandria Residents Training 'N' Employment Reaching Self Sufficiency	\$100,000	\$20,000
Center for Multicultural Human Services	Alexandria Multicultural Mental Health and Social Services (AMMHSS)	\$85,000	\$24,000
Computer C.O.R.E.	Community Out Reach and Education	\$50,000	\$20,000
Crisis Link	Crisis and Suicide Prevention Hotline	\$54,000	\$25,000
ENDependence Center	Independent Living Services for Alexandrians with Disabilities	\$41,234	\$36,000
Friends of Guest House, Inc.	Guest House Residential Program	\$31,800	\$31,800
Hispanic Committee of Virginia	Integrated Services for Hispanic Families	\$35,000	\$35,000
Legal Aid Justice Center	VA Justice Center for Farm /Immigrant Workers	\$36,000	\$12,000
Legal Services of Northern Virginia	Civil Legal Services for Low-Income, Elderly, and Disabled Residents of Alexandria	\$239,633	\$163,975
Literacy Council of Northern Virginia	Adult Literacy and English as a Second Language Program	\$30,000	\$25,000
Metropolitan Washington Ear	Reading and Information Services for the Blind and Visually Impaired	\$12,000	\$4,000
Northern Virginia Dental Clinic	Northern Virginia Dental Clinic	\$42,000	\$42,000
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons	HEAR Alexandria (Education/Outreach, Info., Advocacy and Peer Support Services)	\$34,318	\$18,000
Retired and Senior Volunteer Program	Retired and Senior Volunteer Program	\$48,000	\$48,000

# COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

## FY 2005 Community Partnership Fund Grants, continued

ORGANIZATION	PROGRAM	FY 2005 REQUEST	FY 2005 APPROVED
Senior Services of Alexandria	Guardianship of Last Resort	\$0	\$0
Senior Services of Alexandria	Home Care and Employment Services	\$50,000	\$45,000
Senior Services of Alexandria	Meals on Wheels Program	\$20,000	\$20,000
Whitman-Walker Clinic of No. VA	Case Management & Legal Services for persons with HIV/AIDS	\$100,000	\$90,000
<b>TOTALS</b>		<b>\$1,315,635*</b>	<b>\$862,775</b>

Note: A total of \$1,784,209 was requested from the Community Partnership Fund in FY 2005. There were applications totaling \$468,574 that were not funded.

The Addendum Table "FY 2005 Youth Fund Grants" summarizes the grant awards that were announced in June, 2004 for the grant period October 1, 2004 through September 30, 2005. Future grant awards will follow the same time schedule as the Community Partnership Fund and will be announced in June of each year.

## FY 2005 Youth Fund Grants

ORGANIZATION	PROGRAM	FY 2005 AMOUNT APPROVED
Alexandria Olympic Boys and Girls Club	After School Youth Development Program	\$0
Alexandria Police Youth Camp	Youth Camp	\$0
Alexandria Redevelopment and Housing Authority	Enrichment/Mentoring Program	\$25,431
Alexandria Seaport Foundation	Teaching/Mentoring /Skills Training	\$21,000
Alexandria Volunteer Bureau	a) Summer Community Service Program	\$3,000
	b) Youth Service Coalition	\$19,000
Bienvenidos	Academic Achievement Program	\$18,000
Big Brothers/Big Sisters of the National Capital Area	Mentoring Program	\$0
Campagna Center	Grandfathers Group	\$9,500
Carpenter's Shelter	Service to Homeless Youth	\$7,500
Community Lodgings, Inc.	Youth At-Risk Development Program	\$20,000
Kids Helping Kids, Inc.	Community Youth Program	\$1,500
Northern Virginia AIDS Ministry	Youth Prevention Program	\$26,295
Project Discovery	Project Discovery Program	\$25,000
SCAN of Northern Virginia	Court Advocacy Program	\$20,000

## COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

### FY 2005 Youth Fund Grants, continued

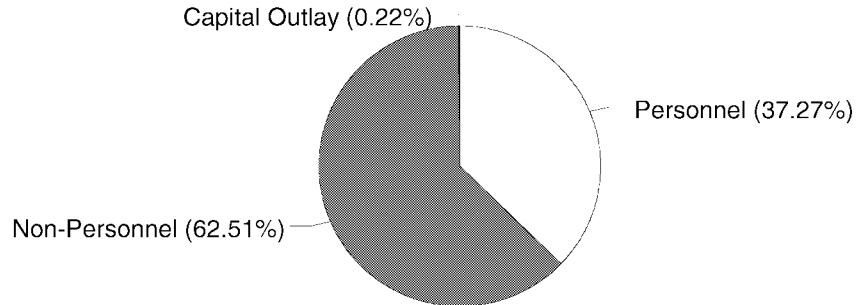
ORGANIZATION	PROGRAM	FY 2005 AMOUNT APPROVED
Tenants' and Workers' Support Committee	Alexandria United Teens Advancement Project	\$20,000
The Art League	Personal Space Remodeling	\$12,000
The Secondary Training and Education Program (APCS)	Computer Training Program	\$27,000
Wholistic Family Agape Ministries Institute	Wholistic Family Agape Ministries Institute	\$27,000
Youth Policy Commission	Operating Budget	\$10,000
TOTAL		\$292,226

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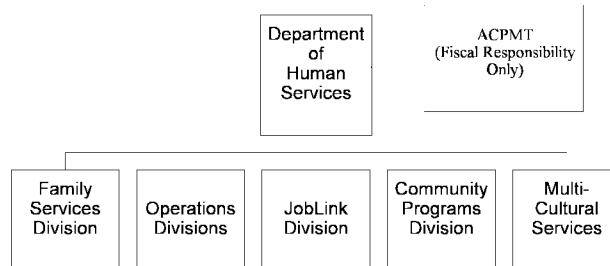
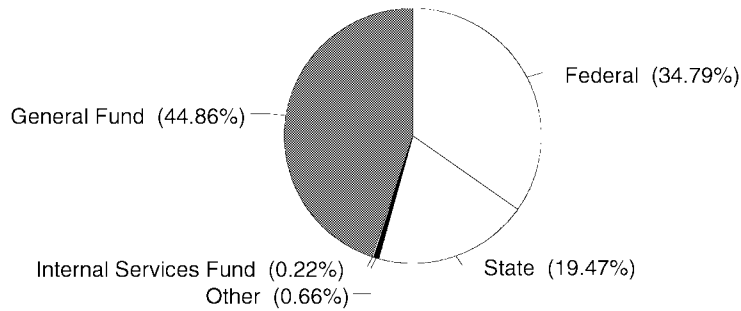
### WORK SESSION NOTES AND COMMENTS

# HUMAN SERVICES

## FY 2005 Approved Expenditures by Type



## FY 2005 Approved Expenditures by Fund



## HUMAN SERVICES

2525 Mt. Vernon Avenue • Alexandria, VA 22301 • 703.838.0700  
Debra Collins, Director • [debra.collins@alexandriava.gov](mailto:debra.collins@alexandriava.gov)

**GOALS, FUNCTIONS & RESPONSIBILITIES:** To facilitate the ability of Alexandrians to function successfully in our society and improve the quality of their lives; to provide services that are responsive to individual, family, and community needs; to expedite and advocate access to opportunities, services, and resources; and to serve Alexandrians with special needs.

### OBJECTIVES:

- To ensure that low-income individuals and families receive needed assistance quickly and courteously.
- To reduce and assist the number of school drop-outs in Alexandria and assist at-risk secondary students to improve their academic achievement and pursue a college education.
- To ensure the safety and well-being of children at risk of abuse and neglect, and foster a permanent connection to family.
- To link good people to good jobs.
- To ensure that Alexandria's culturally diverse residents have access to all City services and resources.
- To help seniors and disabled adults maintain their independence.
- To create opportunities for low-income children to be successful in school and life.
- To help low-income residents stabilize and enhance their lives.

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 AMENDED /1	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	14,280,889	15,859,737	16,540,717	17,030,575
NON-PERSONNEL	27,066,215	25,255,901	27,157,950	27,512,522
CHILDREN'S FUND	1,081,010	1,003,632	1,053,814	1,053,814
CAPITAL GOODS OUTLAY	<u>32,041</u>	<u>67,500</u>	<u>100,000</u>	<u>100,000</u>
TOTAL EXPENDITURES	<u>42,460,155</u>	<u>42,186,770</u>	<u>44,852,481</u>	<u>45,696,911</u>
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	24,903,842	24,187,829	25,136,630	25,136,630
INTERNAL SERVICES FUND	<u>66,770</u>	<u>67,500</u>	<u>100,000</u>	<u>100,000</u>
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>24,970,612</u>	<u>24,255,329</u>	<u>25,236,630</u>	<u>25,236,630</u>
GENERAL FUND	<u>17,489,543</u>	<u>17,931,441</u>	<u>19,615,851</u>	<u>20,460,281</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 14.1%

FULL-TIME POSITIONS	230	234 *	235 **	235 **
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/1 FY 2004 Amended to include the addition of \$145,500 to reflect a grant award to **JobLink** from the United States Department of Labor to better serve persons with disabilities; and the receipt of an additional \$166,762 from the Virginia Department for the Aging to expand the program and services of the Title V Senior Community Service Employment Program located within **JobLink**.

\* FY 2004 FTE count includes three Social Worker II positions and one Community Liaison Coordinator position added per an approved supplemental request. These positions will be fully funded using revenue maximization funds received from the federal government and have no effect on the General Fund; the reduction of two FTEs due to the expiration of the Welfare to Work grant in the **JobLink** division; the addition of one FTE due to a new grant in the **JobLink** division; and the conversion of one part-time FTE to full-time, also in the **JobLink** division. The net effect is plus four FTEs.

\*\* Reflects the approved supplemental of one Secretary II position in the Alexandria Community Policy Management Team (ACPMT) division to assist with growing caseloads and State reporting requirements.



## HUMAN SERVICES

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Department of Human Services reflects an increase of \$1,684,410, or 9.4 percent, as compared to the Amended FY 2004 General Fund budget. This increase is primarily attributable to merit increases and recommended supplementals for the following: the Alexandria Community Policy Management Team (ACPMT) budget based on forecasted expenditure trends (\$1,012,639); increased services and a partial reduction in the waiting list for the Companion Aide Program (\$250,000); increased short-term Emergency Assistance Program (\$150,000); the continuance of 4 over-hire positions in the Eligibility Section of the Family Services Division (\$99,410); a 5.0 percent inflationary increase in the amount of the Children's Fund (\$50,182); monies to continue the recent expansion of the Senior Taxi Program (\$30,000); and a full-time Secretary II position to assist with the growing caseload and State reporting requirements in the ACPMT (\$44,842). These increases are partially offset by the application of a one percent vacancy factor (\$161,998) and decreases in rent and parking expenditures associated with the **JobLink** division, which is now located in City-owned property at 2914 Business Center Drive (\$174,235).
- In addition, the Proposed FY 2005 All Funds budget includes a recommended supplemental budget request in the amount of \$254,549 to continue four over-hire positions in the Child Welfare Section of the Family Services Division to handle increased caseloads in new reports of child abuse and neglect and to handle increased caseloads in foster care. It should be noted that federal revenues have been received in the amount of \$254,549 to offset the costs to implement this recommended supplemental request. Please refer to the discussion regarding revenue maximization efforts below.
- Minus these recommended supplemental requests, the Department's FY 2005 General Fund budget increases by less than one percent (0.3%) over the FY 2004 Approved General Fund budget.

### City Council Approved

- The Approved General Fund budget for the Department of Human Services reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer cost increases.
- City Council approved the addition of \$5,000 for Senior Taxi Fare Equalization; \$25,000 for expanded Summer Youth Employment at **JobLink**; \$100,000 to reduce the waiting list by 20 seniors in the Companion Aide Program, and up to \$152,000 for the Campagna Kids Program to offset projected lower fee collections.
- City Council approved the designation of \$300,000 in Contingent Reserves via the add/delete process for the Tenants' and Workers' Support Committee to acquire a property to be used, in part, to provide multi-purpose space for civic participation and multicultural social service programs serving the Arlandria and Lynhaven neighborhoods, and \$25,000 for Home Health Aides in ARHA's Ladrey House. Consistent with City policy, monies budgeted in the Contingent Reserves account can only be allocated to a department for expenditure after specific action by City Council.

## HUMAN SERVICES

### Reductions and Savings

- A vacancy factor of \$161,998, or 1.0 percent, was taken from the personnel budget.
- Efficiency-based reductions totaled \$202,874.

### Supplemental Budget Requests

#### Approved

1. Additional local funding for the Alexandria  
Community Policy Management Team (ACPMT) \$1,012,639

This partial request for additional local match funds is needed for mandated expenditures for at-risk youth served under the Comprehensive Services Act (CSA). This request will draw down an additional \$466,827 in State funds, making the total additional funding for this emotionally and/or behaviorally disturbed youth population \$1,479,466. It should be noted that the local match General Fund monies have been overspent in FY 2003 and this account is projected to be overspent in FY 2004, in the amount of approximately \$1.0 million, each year.

2. Enhanced Child Welfare Services \$254,549  
Less Revenue Maximization Program Participation funds (\$254,549)  
No net cost to the General Fund

This supplemental request will continue 3 Social Worker II over-hire positions and 1 Social Worker Supervisor over-hire position to handle increased caseloads in new reports of child abuse and neglect and to handle increased caseloads in foster care services.

3. Companion Aide Program \$250,000

This partially-funded supplemental request will allow for expanded services to some existing clients and a partial reduction in the waiting list for new clients in the Companion Aide Program. It is estimated that 15 of the 164 existing clients are in need of an additional 8 hours of companion aide services each week at a yearly cost of \$49,920. Department staff also estimate that 16 new clients with advanced or severe illness could be chosen from the waiting list and served 20 hours per week at an annual cost of \$132,096 and 13 to 14 new clients, who have slightly less acute needs and who would require 12 hours of service per week, could be chosen from the waiting list at an annual cost of \$67,600.

4. Enhanced Eligibility Services \$198,820  
Less 50 percent draw-down of State funds (\$99,410)  
Net cost to the General Fund \$99,410

This supplemental request will continue 3 Eligibility Worker II over-hire positions and 1 Eligibility Worker Supervisor over-hire position to provide seamless delivery of services and to reduce quality control errors.

## HUMAN SERVICES

### Supplemental Budget Requests

#### Approved

5. Emergency Assistance \$150,000

This partial request is for short-term financial assistance with housing related expenses and crises child care to keep self-supporting families not eligible for fee system subsidies in permanent housing and to help families move toward self-support during a financial crisis beyond their control.

6. Increase to the Children's Fund \$50,182

This partial increase will provide an increase to the Children's Fund to provide more funds to meet requests for funding. This represents a 5.0 percent increase. It should be noted that the Community Partnership Fund and the Youth Fund found elsewhere in the budget have also been increased by 5.0 percent.

7. Secretary II position for the ACPMT \$44,842

This supplemental request will provide funding to add an additional full-time person to the staff of the ACPMT to handle the increased caseloads and State reporting requirements. This will bring the staffing complement of this division to 3 full-time employees.

8. Expanded Senior Taxi Program \$30,000

This supplemental request will continue the expansion of the Senior Taxi Program. The program was expanded in FY 2004 to include services up to a 5 mile radius outside of City limits to allow for medically-related appointments only.

#### Not Approved

- |   |           |
|---|-----------|
| 1. Additional local funding for the ACPMT | \$233,283 |
| 2. Companion Aide Program                 | \$518,768 |
| 3. Emergency Assistance                   | \$135,000 |
| 4. Increase to the Children's Fund        | \$256,853 |

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## DEPARTMENT DETAIL

The Department of Human Services (DHS), headquartered at 2525 Mount Vernon Avenue, serves the diverse needs of Alexandria's citizens by promoting economic and social independence and self-sufficiency. The department is structured into the following divisions: Operations, Family Services, *JobLink*, and Community Programs. This department also has responsibility for the Youth Policy Commission and fiscal responsibility for the Alexandria Community Policy and Management Team. Please note: Staffing assignments shown in the detail below reflect the Department of Human Services reorganization completed in FY 1999. While position counts are accurately assigned to each division/office, because of the

## HUMAN SERVICES

### DETAIL BY DIVISION

complexity of the DHS funding stream, total expenditures for staff and some program costs remain split across divisions, with the majority of costs still reflected in the Family Services Division.

The Operations Division provides management, planning, and coordinated decision-making within a department that serves many diverse needs. The Operations Division includes budget and finance, personnel, facilities and supplies, data and quality control, and information systems functions.

The Department of Human Services began a pilot project with the Virginia Department of Social Services in April 1999 to maximize federal financial participation revenues for previously unclaimed administrative costs that have historically been paid from the City General Fund monies. The pilot program was intended to be a model that would be replicated Statewide. According to the State-set terms of this revenue maximization project, the City is required to reinvest the additional federal funds received under the project to enhance and expand its human service programs or to develop new initiatives to better meet human service needs in the City. No portion of the additional funds received can be used to supplant local or other funding for human services. The revenue maximization project will be ongoing, and is expected to generate significant revenues annually.

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Operations				
General Fund Expenditures	1,448,747	1,115,632	1,354,157	1,428,623
Total Expenditures	2,778,599	2,904,950	3,481,010 *	3,555,476 *
FULL-TIME STAFFING	25	25	25	25
* The increase in total expenditures reflects the inclusion of approximately \$320,000 in Federal Financial Participation monies (Revenue Maximization), and approved supplemental funding to continue 4 over-hire positions in Child Welfare.				

The Family Services Division is mandated by federal and State laws to provide financial assistance and social services to Alexandrians. Services are aimed at meeting basic needs, strengthening family life, and protecting children from abuse and neglect. The Family Services Division receives citizen input from the Social Services Advisory Board and the Child Welfare Partnership. The Alexandria Child Welfare Partnership was established in August 2001 to educate the Alexandria community about preventing and reporting child abuse and neglect. The Division of Social Services has implemented several reforms in the child welfare section.

These reforms include utilizing Risk Assessment Protocols, conducting Interjurisdictional Risk Reviews, implementing a case collaboration policy and legislation that allows social service departments to provide additional protection to children.

## HUMAN SERVICES

### DETAIL BY DIVISION

The Division is also focused on recruitment and retention of foster homes. In September of 2002, City Council authorized a full-time position paid through revenue maximization funds to recruit foster and adoptive homes, particularly within, or in close proximity, to the City. The goal for this position is to add 24 new foster homes annually. In the Spring of 2003 the Division had an unprecedented increase in children coming into foster care (76 new cases for the year), which more than doubled the number of new children in the previous year. Also, City Council voted to close the Alexandria Residential Care Home (ARCH) on May 17, 2003, docket item #7, and in the Spring of 2003, City Council authorized the re-use of the ARCH facility as a mentor foster home. The mentor home is designed to protect and nurture older teen foster children as they transition to adulthood.

	ACTUAL FY 2003	AMENDED FY 2004	PROPOSED ** FY 2005	APPROVED ** FY 2005
<u>DIVISION: Family Services</u>				
General Fund Expenditures	8,546,790	8,927,571	9,391,580	9,970,770
Total Expenditures	21,793,313	22,003,213	23,291,194	23,739,223
<u>FULL-TIME STAFFING</u>	104	108 *	108	108
* FY 2004 FTE count includes 3 Social Worker II positions and one Community Liaison Coordinator position added per an approved supplemental request. These positions are fully funded using revenue maximization funds received from the federal government and have no effect on the General Fund.				
** This division contains approved supplemental funding to increase services and partially reduce the waiting list in the Companion Aide program (\$250,000); monies to continue 4 over-hire positions in the Eligibility Section (\$198,820), half of which will be reimbursed with State funds; and a \$50,182 inflationary increase to the Children's Fund. Also contained in this division is an additional \$100,000 for the Companion Aide Program and up to \$152,000 to offset projected lower fee collections at the Campagna Kids Program. These amount were added via the City Council add/delete process.				

The following information is provided as a brief explanation of the Family Services Division's programs.

Temporary Assistance For Needy Families (TANF) provides temporary assistance to families while emphasizing work. Eligible families receive employment assistance through the *Alexandria Works!* Teams at JobLink.

General Relief provides financial assistance to individuals who are incapacitated and unemployable, pending their receipt of federal Supplemental Security Income; provides temporary emergency help for housing; and for medical and burial needs.

The Family Services Division is responsible for client eligibility determination for two other federal entitlement programs -- Medicaid and Food Stamps. Only the administrative costs associated with these programs are included in the City's budget. In FY 2002 the City implemented the Electronic Budget Transfer (EBT) System to administer Food Stamp benefits to eligible recipients.

Refugee Assistance provides financial assistance to refugees who have been in the country less than eight months.

## HUMAN SERVICES

### DETAIL BY DIVISION

State/Local Hospitalization provides payments for hospital care for indigent persons who are not eligible for Medicaid.

Family Access to Medical Insurance Security Plan (FAMIS) provides assistance with comprehensive health benefit coverage for children through the age of 18 who have no health insurance. This plan is designed to cover children of working families whose income is too high to qualify for Medicaid, and who do not have access to other forms of health insurance.

Adoption programs provide services to help children who have been permanently and legally separated from their birth parents to become permanent members of a new family.

Foster Care provides services to children and families to prevent removal of a child from his or her home. When parents are unable to utilize these services to change conditions in the home, placement of the child in foster care may be necessary. The goal of the program is to provide services to enable the child to return to his or her home or to find another permanent home for the child. Foster care is intended as a temporary response to difficulties in the family situation, not a long-term solution to family difficulties.

Child Protective Services receives and immediately investigates reports of child abuse and neglect. The goal is to identify, assess and provide services to children and families in an effort to protect children, preserve families (whenever possible) and prevent further maltreatment. Child Protective Services is non-punitive in its approach and is directed toward enabling families to provide adequate care for their children. In May 2002, Alexandria implemented the State requirement of Differential Response in Child Protective Services which allows reports to be handled as either investigations or assessments.

In addition to these programs, the Family Services Division is also responsible for the Office of Youth Services, which coordinates programs and services provided by public and private youth-serving agencies. The Office provides staff support to the Youth Policy Commission. In addition, Project Discovery, management and administration of the Youth Fund, youth development and prevention services are provided through the Office.

Project Discovery reduces and assists the number of school drop-outs in Alexandria and assists at-risk, secondary school youth to improve their academic achievement and pursue a college education. The students visit college campuses throughout Virginia and the mid-Atlantic region to interact with peers and attend workshops conducted by college admissions and financial aid staff.

## HUMAN SERVICES

### DETAIL BY DIVISION

The Youth Policy Commission, chaired by Mayor William D. Euille, was established by City Council in September 1997 as a result of an exhaustive study of youth issues. On February 8, 2000, City Council adopted the following vision statement regarding youth: "Alexandria is a community where diversity is embraced, and children are born healthy and grow up safe, nurtured, well-educated and prepared for life." City Council also adopted the following policy statement: "It is the Youth Policy of the City of Alexandria to emphasize prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community." The Commission reviews various initiatives to assess how they address the needs of youth, prenatally to 21 years of age, in the areas of health, education, safety, recreation, and economic security. The Commission established community measures which form the basis for a Biennial Report Card which indicates the City's progress in addressing youth needs.

The Commission also established the Alexandria Youth Council to encourage and enable a youth voice in the work of the Commission. The Council's mission statement is, "to improve our communities by voicing our opinions and by leaving an indelible mark on generations to come."

The City of Alexandria Youth Fund was established by City Council on May 7, 2001, and was expanded to include all youth from ages 6 to 21, on September 14, 2002. The Fund seeks to mobilize organizations and institutions to take action around a shared understanding of positive asset development in the youth of Alexandria. The monies in the Youth Fund are awarded by the Alexandria Youth Policy Commission and the fund is administered by the City's Department of Human Services, Office of Youth Services. The Youth Fund is a competitive grant program with goals of promoting and enhancing youth development following the Developmental Asset approach produced by the Search Institute of Minneapolis, Minnesota. Please see the Community Partnership and Youth Funds for Human Services section of the Health and Welfare tab of this document for more information.

### INDICATORS AND MEASURES

OBJECTIVE: [Family Services [DSS] / Eligibility] To ensure that low-income individuals and families receive needed assistance quickly and courteously.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Average monthly Food Stamp applications	222	258	266	260	260
Average monthly Food Stamps cases	1,022	1,100	1,206	1,210	1,220
Average monthly TANF applications	73	74	78	90 **	90
Average monthly TANF cases	510	525	571	574	580
Average monthly Medicaid cases	3,266	3,855	4,380	4,880	4,880
Percentage of assistance applications processed quickly*	71 %	72 %	85 %	85 %	85 %

\* Applications include those for TANF, Food Stamps, Medicaid and General Relief. The timeliness standard is 45 days except for Food Stamps, which follows shorter standards as set by federal and State regulations.

\*\* Caseloads and applications for TANF and Medicaid have started to show an increase.

# HUMAN SERVICES

## DETAIL BY DIVISION

OBJECTIVE: To reduce and assist the number of school drop-outs in Alexandria and assist at-risk secondary school students to improve their academic achievement and pursue a college education.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated * FY 2004	Projected FY 2005
Number of students enrolled in Project Discovery	150	139	173	135	135
Percentage of Project Discovery seniors enrolling in higher education	91 %	91 %	91 %	92 %	92 %

\* Project Discovery is contracted by the State to serve 108 students. As is seen in the numbers above, the City serves more than required.

## INDICATORS AND MEASURES

OBJECTIVE: [Child and Family Services / Child Welfare] To ensure the safety and well-being of children at risk of abuse and neglect, and foster a permanent connection to family. These National Performance Indicators are mandatory and part of the Federal Review Process for Child Welfare. /1

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Projected FY 2004	Projected FY 2005
<b>RECURRENCE OF MALTREATMENT</b> (Reported on the calendar year)					
Children with founded report of abuse and neglect within the first 6 months of the year	50	68	46	N/A	N/A
Percentage of children with repeat maltreatment within 6 months. <b>Standard is 6.1% or less</b>	4.0 %	0.0 %	6.5 %		
<b>LENGTH OF TIME TO ACHIEVE REUNIFICATION</b> (Reported on the federal fiscal year)					
Of all children reunified with parents when exiting foster care, percentage reunified in less than 12 months. <b>Standard is 76.2% or more.</b>	60.0 %	81.8 %	50.0 %	70.0 %	76.2 %
Number of children reunified	9	9	2		
<b>STABILITY OF FOSTER PLACEMENT</b> (Reported on the federal fiscal year)					
Of children in foster care less than 12 months, percentage that have had no more than two placement settings. <b>Standard is 86.7% or more.</b>	87.0 %	83.3 %	84.1 %	86.7 %	86.7 %
Number of children with no more than 2 placements	40	30	69		
<b>INCIDENCE OF FOSTER CARE RE-ENTRIES</b> (Reported on the federal fiscal year)					
Of all children who entered during the year, percentage re-entered within 12 months of a prior foster care episode. <b>Standard is 8.6% or less.</b>	6.7 %	11.4 %	2.5 %	5.0 %	5.0 %
Number of children with foster care re-entries	3	4	2		
<b>ACHIEVEMENT OF ADOPTION IN LESS THAN 24 MONTHS</b>					
Of children exited to finalized adoption, percentage exited in less than 24 months. <b>Standard is 32% or more.</b>	50.0 %	25.0 %	0.0 % *	25.0 %	32.0 %

/1 This new National Review process is focused on State compliance and non-performing localities will eventually have financial penalties assessed. The next federal review will occur in 2006 and the expectation is for substantial compliance. To date, no State has passed the Federal Review process.

\* Although 18 children were adopted during the year, their length of time in foster care exceeded 24 months.

N/A Unable to project.



## HUMAN SERVICES

### DETAIL BY DIVISION

The Alexandria Community Policy and Management Team (ACPMT) - is charged with overseeing the implementation of the Comprehensive Services Act (CSA) for At-risk Youth and Families. The Act is targeted towards emotionally and/or behaviorally disturbed children who are in, or at risk of going into, out-of-home placement, and their families. The ACPMT is responsible for developing interagency policies and procedures that will govern the provision of services to at-risk youth and families, coordinating long-range planning to ensure the development of resources and services for this population, and establishing Family Assessment and Planning Teams (FAPT's) that determine the service needs of troubled youth and their families on a case-specific basis.

<u>DIVISION:</u> Family Services -	ACTUAL	AMENDED	PROPOSED	APPROVED
Component: Alexandria Community Policy and Management Team	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2005</u>
General Fund Expenditures	3,017,103	3,348,270	4,412,595 *	4,419,290 *
Total Expenditures	7,941,397	6,141,770	7,672,922 *	7,679,617 *
<u>FULL-TIME STAFFING</u>	2	2	3	3
* Includes an approved supplemental request in the following amounts: \$1,012,639 in General Fund monies and \$466,827 in Special Revenue from the State (total \$1,479,466). This is a mandated program and the State partially matches every General Fund dollar at a 46.1% State : 53.9% City General Fund dollar ratio. This approved supplemental also includes the hiring of a full-time Secretary II position to assist with the increasing caseload and State reporting requirements.				

The JobLink Division manages a one-stop career center located at 2914 Business Center Drive which refers qualified candidates to prospective employers. All job seekers are eligible to participate in an automated career assessment which matches their skills and aptitudes to the jobs available. Account managers work with area employers to match their needs with qualified job seekers. Alexandria employers are also offered job retention support and information on State and federal tax incentives. *JobLink* staff provide support to, and are advised by, the Alexandria Commission on Employment, the Alexandria/Arlington Workforce Investment Board, the Alexandria Chamber of Commerce, and the *Alexandria Works!* Coalition.

## HUMAN SERVICES

### DETAIL BY DIVISION

DIVISION: <i>JobLink</i>	ACTUAL FY 2003	AMENDED * FY 2004	PROPOSED *** FY 2005	APPROVED *** FY 2005
General Fund Expenditures	1,420,177	1,658,104	1,495,425	1,604,455
Total Expenditures	3,645,227	4,885,087	4,221,883	4,330,913
<u>FULL-TIME STAFFING</u>	45	45 **	45	45
<p>* FY 2004 is amended to include the addition of \$145,500 to reflect a grant award from the United States Department of Labor to better serve persons with disabilities (Paths to Employment); and the receipt of an additional \$166,672 from the Virginia Department for the Aging to expand the program and services of the Title V Senior Community Service Employment Program.</p> <p>** During FY 2004, there was a reduction of 2 FTEs due to the expiration of the Welfare to Work grant; the addition of one FTE due to the receipt of the Paths to Employment grant; and the conversion of one part-time FTE to full-time due to the increase in grant revenue and program expansion of the Senior Community Service Employment Program. The net effect of this is no increase of total FTEs.</p> <p>*** FY 2005 General Fund monies reflect a decrease due partially to the reduction of parking and rental expenses no longer necessary since <i>JobLink</i> is now located in a City-owned building. Total Expenditures are lower due to a reduction in the 9/11 National Emergency grant (\$306,000); and the Welfare to Work grant not being budgeted (\$181,000). Also reflected here is \$25,000 added via the City Council add/delete process for the Summer Youth Employment Program.</p>				

The following information is provided as a brief explanation of the *JobLink* Division's programs.

*JobLink* has two components: *Alexandria Works!* Teams and the Office of Employment & Training.

*Alexandria Works!* is an active job-oriented program for all welfare recipients who are required to work. The cross functional teams assist clients through comprehensive service delivery directed at removing barriers and building on the client's skills.

The Office of Employment Training (OET) provides career assessments, job counseling, job preparation, and job placement services. Services include computers with Internet access, job vacancy listings, telephones, fax machines, copiers, resource materials on local and national labor market trends, adaptive equipment for clients with disabilities, and access to skills training programs, including high technology programs.

*JobLink* also operates the following federal, State and local programs:

Virginia Initiative for Work not Welfare (VIEW), Virginia's welfare reform program.

The Adult Employment Training Program provides eligible clients with career counseling, assessment, and referrals and vouchers for a variety of skills training programs.

## HUMAN SERVICES

### DETAIL BY DIVISION

The Dislocated Worker Program provides employment training and career counseling specifically for persons affected by layoffs in the area. This includes the 9/11 National Emergency Grant, which is a Dislocated Worker Program targeting those affected by the events of September 11, 2001.

The Food Stamp Employment and Training Program (FSET) provides job search training, education, skills training and work experience for persons receiving food stamps.

The Youth Employment Program provides summer and year-round employment training opportunities for the City's economically-challenged youth.

The Virginia Refugee Resettlement Program offers counseling, supportive services, skills training and English as a Second Language training for refugees who have been in the U.S. for less than 24 months.

The Disabilities Employment Program provides career counseling, assessment, and job placement for persons with disabilities.

The Older Worker Program offers work experience/training opportunities at public and non-profit worksites for low income job seekers ages 55 and older.

The Community Digital Divide Initiative (CDDI) program helps under-served communities in Alexandria gain low- or no-cost access to computers, the Internet and on-line training. Participants benefit from the CDDI program through the experience of using information technology as an educational and career development tool for both immediate employment and long-term goal achievement. Training and education services are offered at partner sites throughout the City.

In July 2000, the Workforce Investment Act (WIA) replaced the Job Training Partnership Act (JTPA). The new workforce system has a work-first philosophy and includes the use of vouchers for skills training when appropriate. WIA requires a streamlined approach to employment and training by establishing a workforce development system that includes job training, welfare reform, adult education and vocational rehabilitation. WIA services are provided to job seekers through one-stop employment centers, like **JobLink** in Alexandria.

# HUMAN SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [JobLink Division\*] To link good people to good jobs.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of WIA adult and youth clients served	107	134	157	160	160
Number of Dislocated Worker clients served**	243	381	467	470	470
Number of <i>Alexandria Works!</i> clients served***	250	358	423	485	560
Number of other JobLink clients served	<u>2,789</u>	<u>3,674</u>	<u>4,040</u>	<u>4,040</u>	<u>4,040</u>
Total number of JobLink clients served	3,389	4,547	5,087	5,155	5,230
Percentage of <i>Alexandria Works!</i> VIEW clients who are managing their employment barriers ****	78 %	90 %	84 %	84 %	84 %
Percentage of JobLink employment placement clients who get a full-time job	76 %	79 %	75 %	75 %	75 %
Percentage of JobLink clients who retain employment for six months	89 %	84 %	84 %	84 %	84 %
Percentage of JobLink clients still employed at six months who had wage increases	14 %	15 %	9 %	10 %	10 %
Number of employers recruiting directly at JobLink	26	28	30	30	30

\* JobLink includes the programs of the Office of Employment Training and *Alexandria Works!*

\*\* The number of dislocated workers increased significantly due to the National Emergency Grant received to assist workers laid off because of the economic impact of September 11, 2001.

\*\*\* VIEW *Alexandria Works!* caseloads have increased steadily since FY 2001 and are expected to continue to do so.

\*\*\*\* *Alexandria Works!* VIEW clients are managing their employment barriers if, within 90 days of enrollment, they comply with program requirements.

The Community Programs Division (CPD) provides services that are designed to aid specific populations in the City to become self-sufficient and less dependent on the human services system as well as protecting adults from abuse, neglect and exploitation. This division provides staff support to the Commission on Aging, the Commission on Persons with Disabilities, the Early Childhood Commission and the Economic Opportunities Commission.

The Community Programs Division operates through three program-specific offices: the Office of Aging and Adult Services, the Office for Early Childhood Development, and the Office of Community Services. This division also operates the Multicultural Services Initiative which was established in FY 2001 to increase access to all City services for Alexandria's diverse population.

The Multicultural Services Initiative has three goals:

1. Ensure Alexandria's culturally diverse residents have access to all City services and resources;
2. Ensure that the Alexandria government delivers services in a culturally sensitive and competent manner; and
3. Encourage Alexandria's culturally diverse residents to participate in the life of the City and its government.

## HUMAN SERVICES

### DETAIL BY DIVISION

The Initiative is accomplished by reaching out to individuals and groups from all racial, ethnic and cultural backgrounds in order to foster the inclusiveness of City services and to celebrate the City's cultural diversity.

Located within the Initiative is the Hispanic Orientation and Education Project which provides assistance to Hispanic immigrants seeking to assimilate a new culture. Services, provided largely by volunteers, include basic English literacy classes, citizenship classes and crisis intervention assistance. In a cooperative effort with private and public agencies, orientation workshops are provided on a variety of life skills topics, such as AIDS prevention, crime prevention, domestic violence, employment and health issues.

OBJECTIVE: [Multicultural Services Initiative] To ensure that Alexandria's culturally diverse residents have access to all City services and resources.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of Hispanics participating in extended education and English as Second Language (ESL) classes*	481	448	410	410	410

\* A lack in the number of volunteers available to teach has lead to a decrease in the number of classes offered.

The Office of Aging and Adult Services offers a range of services to meet the needs of Alexandria's elderly, with special emphasis on the needs of those most at risk of being institutionalized, minorities and low-income elderly. The Office provides staff support to the Commission on Aging for its advocacy, education and enrichment programs, and to the Commission on Persons with Disabilities for advocacy on behalf of City residents with disabilities.

DIVISION: Community Programs	ACTUAL	AMENDED	PROPOSED	APPROVED *
Component: Office of Aging and Adult Services	FY 2003	FY 2004	FY 2005	FY 2005
General Fund Expenditures	1,354,872	1,209,788	1,067,104	1,111,291
Total Expenditures	1,899,470	1,905,967	1,622,249	1,666,436
FULL-TIME STAFFING	29	29	29	29
* Approved General Fund and Total Expenditures reflect the inclusion of the entire departmental vacancy factor (\$161,998) in this division. Total Expenditures also reflect the Alexandria Residential Care Home (ARCH) closing in FY 2004 due to Council action at the end of FY 2003 (a reduction of \$426,111). Employees who were employed at the ARCH have been absorbed elsewhere within the division. These decreases are partially offset by the approved supplemental in the amount of \$30,000 to continue the recent expansion in the Senior Taxi Program. Also budgeted here is \$5,000 added via the City Council add/delete process for Senior Taxi Fare Equalization.				

The Office of Aging and Adult Services manages the following programs:

The District Home provides residential care for elderly and disabled individuals who are unable to care for themselves, but are not in need of nursing home care.

## HUMAN SERVICES

### DETAIL BY DIVISION

Birmingham Green provides nursing home care to those in need of such services. The District Home and Birmingham Green serve residents of Alexandria as well as residents of Fairfax, Fauquier, Loudoun and Prince William counties.

Auxiliary Grant programs provide payments for care of elderly and disabled persons who are still relatively mobile in licensed adult homes.

Adult Protective Services consists of the identification, receipt, and investigation of complaints and reports of adult abuse, neglect, and/or exploitation.

In-Home Services to Elderly provides companion aide services to elderly and disabled low-income citizens so they can remain in their own homes.

The Alexandria Residential Care Home (ARCH) was closed at the end of FY 2003 because the facility was no longer adequate to care for frail elderly seniors, and the program was not cost effective with only 10 beds. City Council approved the reuse of the ARCH facility as a Foster Mentor Home (see the Family Services Division for a description of the Foster Mentor Home) in FY 2004.

The Adult Day Health Care Program, located in the Lee Center, provides daily meals and social activities for up to 24 impaired seniors who cannot be alone during the day.

The Special Transportation Unit provides transportation to and from senior centers and for shopping and special trips for older Alexandrians through a fleet of three buses and two vans. The Special Transportation Unit also provides daily bus service for Old Town employees to and from the City parking lot.

The Senior Centers program provides a group setting at two sites (the Charles Houston Senior Center and the St. Martin de Porres Senior Center) where elderly Alexandria residents receive nutritious daily lunches and the opportunity to participate in arts and crafts, music, exercise, nutrition and health promotion seminars, field trips, and other activities.

Contracted Services include home-delivered meals, a Senior Taxi program, a long-term care ombudsman program, and legal services.

Rent Relief provides an annual grant of up to \$2,500, on a sliding scale, to income-eligible elderly and/or disabled persons to offset the cost of their rental obligations.

Life Safety Alert program allows participants, through the use of a medical emergency transmitter, to summon emergency medical help with the push of a button.

## HUMAN SERVICES

### DETAIL BY DIVISION

Pre-Admission Screening provides for community-based assessment for authorization of Medicaid-funded nursing home services, personal care waiver services and adult day care services.

Other Services provided include extensive information and referral services; and outreach workers who conduct in-home visits, needs assessment and short-term case management services to elderly residents who are in need.

### INDICATORS AND MEASURES

OBJECTIVE: [Office of Aging and Adult Services] To help seniors and disabled adults maintain their independence.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of reports of abuse, neglect or exploitation of adults*	115	117	152	159	165
Percentage of abuse/neglect cases where risk was removed within State standards**	97 %	98 %	100 %	99 %	99 %
Percentage of cases without additional reports of abuse or neglect in the past year	88 %	95 %	98 %	97 %	97 %
Number of persons served at Adult Day Services Center (ADSC)	40	40	34	40	45
Percentage of days that ADSC provides services at capacity	70 %	75 %	75 %	75 %	75 %
Percentage of individuals needing residential arrangements who are placed in Northern Virginia or near their families	100 %	80 %	73 %	70 %	69 %

\* Increase can be attributed to the rise in the number of individuals aging in place who need services.

\*\* State standards are for risk removal within 45 days or alternative living arrangements (when needed) within 60 days.

The Office for Early Childhood Development (OECD) offers guidance to families in locating and securing quality child care, provides a subsidy to income-eligible families to help them meet their child care needs, and provides training and support services to child care homes and child care centers. The City provides funding for numerous early childhood education and child care programs through several funding sources and accounts.

<u>DIVISION:</u> Community Programs	<u>ACTUAL</u>	<u>AMENDED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
Component: Office for Early Childhood Development	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2005</u>
General Fund Expenditures	381,982	334,034	393,277	403,627
Total Expenditures	389,780	363,778	423,021	433,371
<u>FULL-TIME STAFFING</u>	12	12	12	12

## HUMAN SERVICES

### DETAIL BY DIVISION

The following Addendum Table I, "Funding for Early Childhood Education and Child Day Care Programs" illustrates the numerous funding sources the City utilizes for the many early childhood education and child care programs offered through the Office for Early Childhood Development.

Addendum Table I FUNDING FOR EARLY CHILDHOOD EDUCATION AND CHILD DAY CARE PROGRAMS (City, State & federal)	FY 2005 Approved
Head Start (Administered by OECD)	\$1,740,860
TANF Working and Transitional Child Care (TCC)	1,150,596
Child Day Care Fee System (estimated federal/State/local funds)	2,921,217
Campagna Kids Program	1,619,000
Mini-Grants Program	50,000
Comprehensive Services for At-Risk Children (Children's Fund)	1,053,814
Pilot Accountability Before/After School Program at Tucker School	300,000
Total	\$8,835,487

The Office of Early Childhood Development manages the following programs:

The Before and After School Program is administered by the Office of Early Childhood Development and operated under contract by the Campagna Center. One program is the Campagna Kids Program which is a before- and after-school quality enrichment program for school age children of the City of Alexandria. The Campagna Kids Program serves students at the following City elementary schools: John Adams, Charles Barrett, Cora Kelly, Patrick Henry, Jefferson-Houston, Douglas MacArthur, George Mason, Maury, Lyles Crouch, Mt. Vernon, James K. Polk and William Ramsay. Another program is Tucker Campagna Kids, which is a model pilot child care program that provides enhanced recreational and educational opportunities in a creative, safe environment at the Samuel W. Tucker School in the west end of the City.

The federal child care assistance programs in the Office for Early Childhood Development provide full or partial child care payments and related services to low income families. Many are clients of *Alexandria Works!* who receive TANF or Transitional Child Care to help them leave public assistance and become self-sufficient. Others are families who need a subsidy through the Child Day Care Fee System to help them get job training or maintain their employment.



## HUMAN SERVICES

### DETAIL BY DIVISION

In FY 2003, a \$64,400 designation was made in the Department's budget to supplement the family child care provider maximum reimbursable rate that was established by the State, pending a new State market rate survey, and \$80,000 was added to supplement the eligibility level for the Child Day Care Fee System for four year old children attending accredited programs for the City. The Center Directors who are in charge of applying the higher eligibility levels reported to the Office for Early Childhood Development that the monies set aside for supplementing the eligibility levels of children could better be used as supplements to the maximum reimbursable rates for accredited child care centers. In FY 2004, City Council approved the addition of \$200,000 to increase family day care home provider rates to increase the earned income of family day care home providers by increasing all existing rates for the family home day care providers by 8.75 percent.

The State Department of Social Services (DSS) has completed a new market rate survey for centers and family child care providers. State DSS staff have reported that the State is planning an increase in the Maximum Reimbursable Rates if funds are available. There has not been a determination of when the increase would become effective, if funded.

The Alexandria Head Start program is a comprehensive early childhood development program serving 252 low-income preschool age children and their families and is located at George Washington Middle School, Jefferson-Houston, Mt. Vernon, John Adams and Samuel Tucker Elementary schools, and Northern Virginia Community College. This program provides early childhood education, medical and dental screening and follow-up, referrals for social services and mental health treatment, nutritional meals and snacks, and encourages strong parental involvement. In FY 2004, the Campagna Center, in partnership with the Department of Human Services, applied for and was awarded a federal Early Head Start grant. The grant began operation on October 1, 2003. Early Head Start will provide services to a total of 60 infants and toddlers: 16 in two infant/toddler classrooms located at the George Washington Middle School annex; 20 in family child care homes; and 24 in a home-based program.

During FY 2004, the OECD collaborated with Zero to Three, a nationally recognized organization that focuses on training and research in the development of children from birth through age three, on a proposal to the U. S. Department of Education. In September of 2003, Zero to Three was awarded a grant of more than \$1.8 million which will fund an eighteen month program of professional development that will serve more than eighty child care center teaching staff and family child care providers in the City.

The City's Mini-Grant Program provides up to \$50,000 each year for quality enhancement activities to child care centers, family child care providers, and other groups serving at-risk children.

The City's Comprehensive Services for At-Risk Children program, known as the Children's Fund, was approved by City Council in FY 1993. The Children's Fund provides funding for comprehensive services such as family support, early intervention, and preschool psychological services as well as local matching grants to organizations providing early childhood development programs and home visiting services to high-risk families. The City's Early Childhood Commission develops priorities for the use of Children's Fund monies,

## HUMAN SERVICES

### DETAIL BY DIVISION

authorizes distribution of requests for proposals and designates a review committee to recommend funding. Committee funding recommendations are forwarded to the City Manager for review and to City Council for final approval.

Addendum Table II, "Children's Fund Program Funding FY 2002 - FY 2004" summarizes the funding provided to programs through the Children's Fund from FY 2002 through FY 2004. Individual agency allocations were approved by City Council in late June 2003, for the period beginning July 1, 2003 through June 30, 2004. The FY 2005 approved budget includes a total of \$1,053,814 in City funding for the Children's Fund.

Addendum Table II CHILDREN'S FUND Program Funding FY 2002 - FY 2004	CITY FUNDING <sup>/1</sup>		
	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 APPROVED
COMPREHENSIVE SERVICES			
Family Support Project	\$ 133,573	\$ 151,000	\$ 180,500
Parent Nurturing Program	10,200	10,200	10,200
Prenatal Services through AHD	46,490	47,132	47,419
Psychological Services	-0-	62,430	62,430
Scholarship Fund/VA Preschool Initiative	94,573	50,000	50,000
Set-aside for Early Childhood Training and a Comprehensive Resources Guide	N/A	N/A	30,000
Subtotal/Comprehensive Services	\$ 284,836	\$ 320,762	\$ 380,549
LOCAL MATCH PROGRAMS			
Child & Family Network Centers	227,850	227,850	210,065
Healthy Families	350,000	350,000	315,000
Mt. Vernon Program for 4 Year Olds	35,000	112,378	35,000
Resource Mothers	70,020	70,020	63,018
Subtotal/Local Match Program	\$ 682,870	\$ 760,248	\$ 623,083
Total/Children's Fund	\$ 967,706	\$ 1,081,010	\$ 1,003,632

<sup>/1</sup> A total of \$1,053,814 is approved for FY 2005. Per Council action on October 17, 1998, all grant proposals for programs providing early childhood education and/or comprehensive services to at-risk children prenatally through age five that were previously requested through the Community Partnership Fund for Human Services must now be submitted to the Children's Fund for consideration. Funds are allocated through a Request For Grant Proposals (RFGP) process.

## HUMAN SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Office for Early Childhood Development] To create opportunities for low-income children to be successful in school and life.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Monthly average number of children in subsidized child care*	772	804	699	700	700
Percentage of children at child care centers	37 %	39 %	37 %	40 %	40 %
Percentage of children at centers in accredited programs	86 %	89 %	86 %	90 %	90 %
Percentage of children in Head Start whose developmental progress is at or above average**	67 %	71 %	100 %	98 %	98 %

\* The numbers of children served depend on the federal and State funding available each year.

\*\* The significant increase in the number of children reaching the goal established for the Alexandria Head Start program is the result of: 1) the implementation of a strong literacy program; 2) targeted teacher training based on Child Observation Record (COR) results from previous years that identified specific training needs for individual teachers; and 3) individualized education plans for children based on their COR scores.

The Office of Community Services (OCS), with the Economic Opportunities Commission serving as its advisory body, is Alexandria's Community Action Agency. OCS programs and services target the economically disadvantaged, low-income working poor, the homeless and near homeless, ex-offenders, and recent immigrants.

<u>DIVISION:</u> Community Programs	<u>ACTUAL</u>	<u>AMENDED</u>	<u>PROPOSED *</u>	<u>APPROVED *</u>
Component: Office of Community Services	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2005</u>
General Fund Expenditures	1,319,872	1,338,042	1,501,713	1,522,225
Total Expenditures	4,012,369	3,982,005	4,140,202	4,160,714
<u>FULL-TIME STAFFING</u>	13	13	13	13
* Reflects the approved supplemental request of \$150,000 to increase the monies available to assist clients with short-term Emergency Assistance needs.				

The Office of Community Services manages the following programs:

The Homeless Intervention Program prevents evictions and foreclosures resulting from a financial crisis beyond the control of the household. Financial assistance is available for up to six months, while families develop service plans to regain self-sufficiency.

## HUMAN SERVICES

### DETAIL BY DIVISION

If prevention options are unsuccessful, Eviction Assistance and Storage offers moving and two months storage for eligible households confronted with immediate eviction. Households are referred to emergency shelters in the City while alternative housing arrangements are developed.

The Office of Community Services manages service delivery and the operating contract with The Salvation Army to run the 65 bed Alexandria Community Shelter. OCS also works closely with public and private providers, including Carpenter's Shelter, to move shelter residents in the City toward stable housing.

The Transitional Assistance Program provides one element of planning for shelter residents. Financial assistance, up to one-half of the security deposit and one-half of the first three months rent, housing and financial counseling is available to help eligible families and individuals make the transition from an Alexandria homeless shelter or an overcrowded situation to stable housing.

The Community Services Program offers short term eviction prevention and emergency assistance, and crisis intervention services under the Community Services Block Grant (CSBG). The Emergency Shelter Fund and the Emergency component of the General Relief Program provide one and two months of assistance respectively in a twelve month period to eligible families with dependent children. CSBG short-term programs are supplemented by contributions from charitable organizations in the community for emergency food, utility, medical and transportation needs.

The Virginia Energy Assistance Program provides winter fuel assistance and summer cooling assistance for eligible low-income households.

Virginia CARES, the Community Action Re-entry System, provides post-release services to ex-offenders released from the State correctional system and their family members. Services include temporary shelter and permanent housing referrals, referrals for basic needs, transportation, counseling, support groups, financial assistance, job development and referrals for employment and training.

## HUMAN SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Office of Community Services] To help low-income residents stabilize and enhance their lives.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total number of households sheltered (Alexandria Community Shelter (ACS))	273	254	203 *	210	210
Percentage of available ACS beds used nightly	94%	86%	78%	85%	85%
Percentage of households served by ACS who obtained stable housing	44%	43%	36%	40%	40%
Total number of families served by the Homeless Intervention Program (HIP)	149	192	143	140	130
Percentage of households served by HIP with stable housing six months after case closed	68%	77%	89%	70%	70%
Total number of Virginia CARES clients served	218	237	272	250	250
Percentage of Virginia CARES clients who are reincarcerated within one year of release on a new felony charge	4 %	0 %	20 %	10 %	10 %

\* The number of families seeking shelter has declined while the number of single adults entering shelters remains constant.

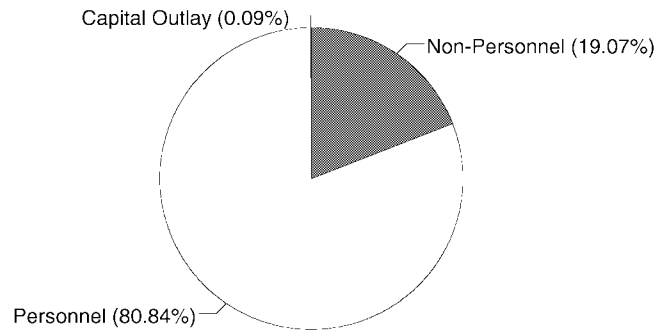
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### WORK SESSION NOTES AND COMMENTS

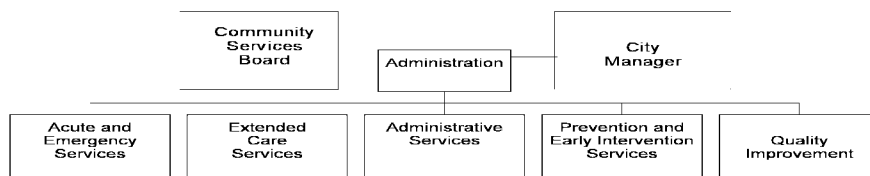
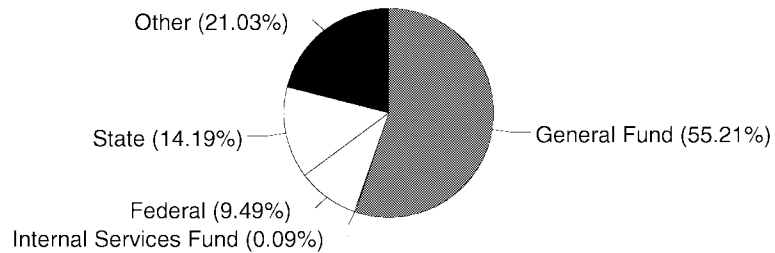
# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

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## FY 2005 Approved Expenditures by Type



## FY 2005 Approved Expenditures by Fund



## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide treatment, training and support to Alexandria residents with mental illness, mental retardation, or substance abuse problems in order to help these persons eliminate, reduce, or cope with their disabilities, and to provide education and support to adults, youth, and children in an effort to diminish the incidence and severity of mental disabilities and substance abuse throughout Alexandria.

The Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) is responsible for implementing and managing the policies, programs and plans of the Alexandria Community Services Board (CSB). The 16-member Alexandria Community Services Board was established in 1969 in accordance with Virginia Code 37.1, Chapter 10. The mission of the Board is:

- Serving Alexandrians through community-integrated mental health, mental retardation and substance abuse services;
- Creating an environment promoting the highest functioning and quality of life; and
- Providing prudent resources allocation, leadership and advocacy, family support and education.

### OBJECTIVES:

- To establish a Safe Haven residential program for chronically homeless persons with mental illness.
- To provide vocational and day support services for developmentally disabled youth transitioning from school into the community.
- To expand the needs assessment process to maximize input from other City and community agencies, staff, and consumers and their families, in order to enhance services and long-term planning.
- To address gaps identified in the accessibility and corporate compliance plans.
- To increase professional development opportunities.
- To review consumer records and assess consumer satisfaction.
- To provide brief, time-limited services, such as emergency mental health care and short-term outpatient care, to residents in need of treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.
- To provide long-term services, such as residential, vocational, day support and case management, to residents with serious mental illness, mental retardation or substance abuse problems.
- To diminish the incidence and severity of mental disabilities and substance abuse through the provision of educational, consultative, outreach, public information and volunteer services.

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	18,056,043	18,317,635	19,313,912	19,970,436
NON-PERSONNEL	4,471,949	4,499,566	4,707,561	4,710,899
CAPITAL GOODS OUTLAY	<u>87,670</u>	<u>20,000</u>	<u>21,000</u>	<u>21,000</u>
TOTAL EXPENDITURES	<u>22,615,662</u>	<u>22,837,201</u>	<u>24,042,473</u>	<u>24,702,335</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	11,314,795	10,714,616	11,043,940	11,043,940
INTERNAL SERVICES FUND	<u>62,818</u>	<u>20,000</u>	<u>21,000</u>	<u>21,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>11,377,613</u>	<u>10,734,616</u>	<u>11,064,940</u>	<u>11,064,940</u>
GENERAL FUND	<u>11,238,049</u>	<u>12,102,585</u>	<u>12,977,533</u>	<u>13,637,395</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 12.7%

FULL-TIME POSITIONS	255	257 *	262 **	262 **
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\* FY 2004 reflects elimination of 3.0 FTEs due to State reductions, an approved supplemental request to increase a Case Manager position from 0.75 FTE to 1.0 FTE, and City Council action in June 2003, which combined several part-time positions into full-time positions, with a net increase of 4.0 FTEs. The overall effect of these actions is a net increase of 2.0 FTEs.

\*\* FY 2005 reflects elimination of 1.0 FTE as an expenditure reduction, and the addition of 6.0 FTEs as part of the approved Safe Haven supplemental request.

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Department of Mental Health, Mental Retardation and Substance Abuse reflects an increase of \$874,948, or 7.2 percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed personnel expenditures in the amount of \$19,313,912 represent an increase of \$996,277, or 5.4 percent, over the FY 2004 Approved budget. This increase is attributable to merit increases (\$320,065), the addition of funding for shift differential pay for department staff (\$51,917), personnel costs to establish a Safe Haven facility (\$298,628), and a recommended supplemental request to reduce the department's vacancy factor from 7.1% to 4.8% (\$430,693). These increases are partially offset by expenditure reductions of \$105,026.
- Total proposed non-personnel expenditures in the amount of \$4,707,561 represent an increase of \$207,995, or 4.6 percent, over the FY 2004 Approved budget. This increase is attributable to funds budgeted for utilities for the new program site at 4480 King Street (\$53,031), non-personnel costs to establish a Safe Haven facility (\$124,263), and a recommended supplemental request for ongoing vocational services for special education high school graduates transitioning into the community (\$46,700). The increases are partially offset by expenditure reductions (\$16,000).
- Total proposed capital outlay expenditures in the amount of \$21,000 represent an increase of \$1,000, or 5 percent, from the FY 2004 Approved budget. This increase is due to a higher replacement cost for the vehicle scheduled for replacement in FY 2005 compared to FY 2004.



## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### City Council Approved

The Approved FY 2005 General Fund budget for the Department of Mental Health, Mental Retardation and Substance Abuse reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$977,939, or 4.8 percent, was taken from the personnel budget.
- Efficiency-based reductions totaled \$60,513 and included the elimination of an on-site graduate course program and the elimination of one Management Analyst position. Functions for this position will be absorbed by other staff and the incumbent will be placed in another position in the department.
- Marginal service-based reductions totaled \$60,513 and involved the elimination of an internship program for clinical psychology PhD candidates.

### Supplemental Budget Requests

#### Approved

1. Reduce Department Vacancy Factor \$430,693

This supplemental request will reduce the Department's vacancy factor from 7.1 percent, or approximately \$1.4 million, to 4.8 percent, or \$977,939, for FY 2005. This reflects changed processes and policies as the department has successfully increased efforts to fill vacant positions and shorten the vacancy time period.

2. Safe Haven Program \$111,891

This supplemental request will fund the Safe Haven Program, a residential program for the chronically homeless population dually diagnosed with mental illness and substance abuse. The program would serve up to 12 individuals at any one time and would be staffed 24 hours a day, 7 days a week. Total expenditures for FY 2005 are projected to be \$422,891, with a maximum of \$111,891 coming from the City's General Fund and the balance of \$311,000 coming from grant and fee revenues. If grant or fee revenues, or expenditures or staffing levels do not meet the budget as presented in FY 2005 or subsequent fiscal years, then the CSB has agreed that it would reallocate its existing base budget resources to finance any shortfall.

3. Vocational and Day Support \$46,700

This supplemental request will provide ongoing vocational and day support services for additional youth with mental retardation who are transitioning from high school into the community.

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## Supplemental Budget Requests

### Not Approved

#### 1. Homeless Management Information System (HMIS) \$128,800

This multi-departmental supplemental request, submitted by the Department of Mental Health, Mental Retardation and Substance Abuse, was partially funded by Community Development Block Grant (CDBG) funds to the extent that new hardware and software are required. No additional staff are provided. HMIS is a federal mandate from HUD and must be implemented by September 30, 2004.

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### DETAIL BY DIVISION

The Community Services Board Administration (CSB) division provides professional and clerical support for the Alexandria Community Services Board and manages the financial, management information, public information, human resources, risk management and volunteer coordination services for the Department of Mental Health, Mental Retardation and Substance Abuse.

Portions of the CSB Administration budget included in the State Performance Contract are allocated out to service divisions in MH/MR/SA to conform with Performance Contract requirements. Remaining in CSB Administration are computer equipment replacement charges and operating expenditures for the Alexandria Community Shelter's share of the Mill Road facility.

	ACTUAL FY 2003	APPROVED * FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: CSB Administration				
General Fund Expenditures	545,688	507,174	466,814	543,085
Total Expenditures	597,956	528,174	488,814	565,085
FULL-TIME STAFFING	34	26	26	26
* The decrease in FTEs in FY 2004 reflects the transfer of 8 FTEs to the newly created Quality Improvement Division.				

The Quality Improvement Division provides program evaluation, regulatory compliance, records management, and records review functions for the Department. Program evaluation functions include the State Performance Contract, the annual Quality and Performance Improvement Plan, data quality reviews, and needs/satisfaction surveys. Regulatory compliance functions include State licensing, third party insurance rules/authorizations, HIPAA (Health Insurance Portability and Accountability Act) privacy, and CARF (Commission on Accreditation of Rehabilitation Facilities) accreditation. Records management functions include records security, consolidation, maintenance, storage, retrieval, and transportation.

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

Records review functions include internal and external reviews of consumer records, special audits and assistance to outside reviewers.

<u>DIVISION:</u> Quality Improvement	<u>ACTUAL *</u> <u>FY 2003</u>	<u>APPROVED *</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
FULL-TIME STAFFING	N/A	8	7	7
* The Quality Improvement Division was established during FY 2003 and FTEs were reallocated from other Divisions in FY 2004. Along with portions of CSB Administration, Quality Improvement Division expenditures totaling \$487,113 are allocated out to the service divisions in MH/MR/SA to conform with State Performance Contract requirements. The reduction of 1.0 FTE in FY 2005 reflects elimination of a position as a City Manager approved reduction.				

## INDICATORS AND MEASURES

OBJECTIVE: [QUALITY IMPROVEMENT] To review consumer records and assess consumer satisfaction.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of consumer records reviewed	N/A	N/A	320	400	400
Percentage of consumers indicating overall satisfaction with services in post-discharge surveys	N/A	N/A	88 %	88 %	88%

The Acute Care Services Division offers services to citizens who are in need of brief counseling, treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.

<u>DIVISION:</u> Acute Care Services	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	5,769,893	5,764,590	6,273,032	6,593,613
Total Expenditures	10,292,552	9,793,375	10,256,996	10,578,835
<u>FULL-TIME STAFFING</u>	99	99	99	99

The following information is provided as a brief explanation of the Acute Care Services division's programs and expenditures.

### FY 2005 Approved All Funds

Outpatient Services offers psychotherapy, supportive counseling and medication management to persons with mental illness; performs court-ordered psychiatric evaluations; and provides counseling and education to help individuals with substance dependency learn to deal with their addictions and support alcohol and drug free lifestyles. \$5,056,607

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### DETAIL BY DIVISION

Intensive In-Home Services provides crisis oriented, short term treatment and case management services to Alexandria families in which one or more children are at imminent risk of placement out of the home or are being reintegrated into the family from out-of-home placement, such as residential treatment or foster care. Through timely and intensive intervention at the time of crisis, the program seeks to prevent out-of-home placements of children and strengthen and improve child and family functioning. \$1,191,156

Emergency Services assists individuals who are in crisis and may be in danger of harming themselves or others. Staff provides and/or arranges for services as necessary to resolve the emergency. Services are available 24 hours daily and are provided at INOVA Alexandria Hospital or in the community as needed. Emergency Services staff also arrange for temporary psychiatric detention and commitment as needed. \$733,130

Detoxification Services includes a non-medical residential detoxification program. The Detox program provides supervision of consumers in withdrawal from alcohol and/or drugs as well as education on the effects of alcohol and drugs. The program also accepts police diversion of intoxicated persons who would otherwise be jailed. \$1,572,433

Methadone Services provides consumers with clinical/ physical assessments and medical care; methadone detoxification and maintenance; group, individual and family counseling; HIV testing and counseling; vocational counseling on an individual basis; and case management. \$916,741

Day Treatment Services is a specialized unit in the Alexandria Detention Center offering integrated mental health and substance abuse services in a Critical Care Unit serving inmates experiencing psychiatric crisis, and two "Sober Living" units providing intensive substance abuse treatment. In addition, staff work with inmates in the general population who need evaluation, medication or treatment. \$485,359

Early Intervention Services provides for the assessment of infants with known or suspected developmental problems (e.g., Down Syndrome, Muscular Dystrophy), and the development and coordination of services to address these problems, while developing a family's capacity to provide for the on-going developmental needs of its children. \$623,409

TOTAL DIVISION EXPENDITURES \$10,578,835

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [ACUTE CARE SERVICES] To provide brief, time-limited services, such as emergency mental health care and short-term outpatient care, to residents in need of treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of mental health outpatient consumers served *	1,328	1,576	1,670	1,380	1,400
Number of substance abuse outpatient consumers served *	1,144	1,138	1,063	975	975
Percentage of mental health and substance abuse adult outpatient consumers discharged from the program who partially or fully meet treatment goals as assessed by clinician and consumer (goal = 75%)	N/A	N/A	77 %	75 %	75%
Number of Youth & Family program consumers served *	N/A	N/A	N/A	170	180
Percentage of mental health and substance abuse children aged 4-18 who show improved behavior as assessed by their therapist and based on parent or guardian input on the CAFAS assessment	N/A	N/A	51 %	60 %	60%
Number of children and families served in the Intensive In-Home program	69	125	127	125	125
Percentage of youth who enter the Intensive In-Home program living "at home" who maintain the home placement while in the program ***	N/A	N/A	N/A	90 %	90%
Number of consumers served in the Detox Program	656	656	522	540	540
Percentage of Detox consumers who return to the program within 90 days who have a mental health diagnosis in addition to a substance abuse diagnosis (0% of consumers having only a substance abuse diagnosis will return to the program within 90 days) ***	N/A	N/A	N/A	100 %	100%
Number of consumers served in the Methadone program	242	284	171	200	200
Percentage of Methadone consumers who participate in meaningful daytime activities (includes work, school, parenting or vocational activities)	N/A	43 %	41 %	75 %	75%
Number of infant consumers served who were at risk of developmental delays	281	327	320	320	320
Percentage of children served in the PIE program who in their annual review show improvement in at least one area of development or have progressed to age appropriate development after receiving therapeutic services (goal = 75%)**	N/A	N/A	82 %	75 %	75%
Number of consumers in crisis served by the Emergency Services program	1,194	940	994	1,000	1,000
Percentage of consumers receiving emergency services who report a "more hopeful" mental status as a result of emergency service (goal = 75%) ***	N/A	N/A	N/A	75 %	75%
Number of consumers served in the Sober Living program in the Jail **	N/A	N/A	160	160	160
Percentage of consumers in the Sober Living Program in the Jail who report progress toward meeting goals as collected three times during the 90-120 day program **	N/A	N/A	92 %	95 %	95%

\* Prior to FY 2004, Mental Health and Substance Abuse Outpatient consumers served included Youth and Family consumers. Beginning in FY 2004, Youth and Family consumers are shown separately.

\*\* New measure in FY 2003.

\*\*\* New measure in FY 2004.

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### DETAIL BY DIVISION

The Extended Care Services Division offers long-term residential, day support and case management services to citizens with serious mental illness, mental retardation or substance abuse problems. Residential programs include group homes, supervised apartments and drop-in help for people who live on their own. Day support programs provide residents opportunities to become employed in sheltered or competitive jobs. Case managers coordinate care and help residents maintain benefits and access other services.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Extended Care Services				
General Fund Expenditures	4,417,092	5,274,538	5,665,753 *	5,947,702 *
Total Expenditures	10,709,658	11,489,790	12,272,174	12,553,702 *
FULL-TIME STAFFING	111	112	118 **	118 **
<p>* Increased funding includes employee merit increases, in addition to approved supplemental requests for a Safe Haven facility, and vocational and day support for youth transitioning out of high school.</p> <p>** The increase in FTEs in FY 2005 reflects the approved supplemental request to establish a Safe Haven facility in Alexandria.</p>				

The following information is provided as a brief explanation of the Extended Care Services division's programs and expenditures.

#### FY 2005 Approved All Funds

Case Management Services provides support to consumers by providing outreach, information and referral; linking consumers to services and providing service coordination; advocating for consumer needs; and monitoring consumer progress. \$1,863,774

SA Day Support Services/Patrick Street Clubhouse provides an intensive group treatment program five days a week for four and one-half hours a day for consumers who have had significant substance dependencies who might otherwise require residential care. The Patrick Street Clubhouse (which is moving to 4480 King Street) offers structured activities and social support, enabling consumers with severe mental illness to maintain a more active and independent lifestyle and avoid hospitalization. \$999,371

Homeless Outreach Services provides outreach to consumers living in shelters or without shelter. Services include screening and diagnostic treatment, case management, and referrals for primary healthcare providers, treatment at the Alexandria Mental Health Center and/or alcohol and drug treatment. \$182,131

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

Vocational Services provides work related activities and sheltered employment for persons who need on-going supervision; job coaches for persons who need short term on-the-job training and follow-up services; and job opportunities for small groups of individuals providing services to area businesses under staff supervision. \$1,504,210

Residential Services offers a range of supervised living arrangements including group homes, supervised apartments and supported living services (consumers rent their own residence and program staff provide varying levels of support and supervision). \$7,992,492

Family Support is a combination of financial assistance, services and technical supports that provides assistance for families to maintain a family member with mental retardation at home. \$11,724

**TOTAL DIVISION EXPENDITURES** \$12,553,702

## INDICATORS AND MEASURES

OBJECTIVE: [EXTENDED CARE SERVICES] To provide long-term services, such as residential, vocational, day support and case management, to residents with serious mental illness, mental retardation or substance abuse problems.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of adults with MR who are served in MH/MR/SA programs	196	190	174	190	190
Percentage of consumers with MR who are satisfied with their current living situation	87 %	92 %	87 %	87 %	87 %
Number of consumers participating in psycho-social rehabilitation in a 'Clubhouse' environment	122	119	132	126	126
Percentage of consumers participating in the psycho-social rehabilitation in the Clubhouse program who remain in the community without hospitalization *	N/A	N/A	83 %	80 %	80 %
Percentage of mentally ill consumers discharged from a local or State hospital who are maintained in the community for at least 90 days without readmission	83 %	81 %	81 %	80 %	80 %
Number of consumers living in a CSB funded group home	228	241	222	239	239
Percentage of consumers leaving a residential program who move to a more independent living situation	60%	67 %	58%	60 %	60%
Number of MHMRSA consumers receiving supported employment services who work in a competitive setting	50	75	77	75	75
Percentage of MH vocational program consumers who were employed in non-sheltered employment for six months or more **	91 %	84 %	63 %	85 %	85 %
Number of mental health consumers receiving case management services	532	826	790	800	800
Percentage of MH/SA consumers who maintain or improve functioning in four areas: acceptance of illness, medication compliance, alcohol/drug abuse and impulse control, as assessed quarterly ***	N/A	N/A	N/A	75 %	75 %
Number of consumers with MR receiving either day support or employment services	72	72	76	76	76
Percentage of consumers with MR who are satisfied with their daily activities at day support or at work	81 %	86 %	83 %	83 %	83 %

\* New measure in FY 2003

\*\* The temporary reduction in FY 2003 reflects a critical staff vacancy in this small program.

\*\*\* New measure in FY 2004

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### DETAIL BY DIVISION

The Prevention and Early Intervention Division provides services that enhance the well-being and resiliency of Alexandrians through mental health promotion and substance abuse and mental retardation prevention and early intervention.

<u>DIVISION: Prevention/Early Intervention</u>	<u>ACTUAL *</u> <u>FY 2003</u>	<u>APPROVED *</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	505,376	556,283	571,934	552,995
Total Expenditures	1,015,496	1,025,862	1,024,489	1,004,713
<u>FULL-TIME STAFFING</u>	11	12	12	12
* Reflects the transfer of positions and funding as a result of the Board's reorganization.				

The following information is provided as a brief explanation of the Prevention/Early Intervention division's programs and expenditures.

#### FY 2005 Approved All Funds

Prevention Services include science-based model services to the public or target groups designed to help people develop attitudes and habits of healthy behavior that will result in the prevention of substance abuse, mental health problems and mental retardation. \$839,139

Early Intervention Services are provided to high risk individuals from children through older adults and their families in the City's schools, recreation centers and other community locations. A wide range of science-based programming is offered, including parenting groups, anger management groups for preschool children and various substance abuse prevention groups. \$165,574

TOTAL DIVISION EXPENDITURES \$1,004,713



# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [PREVENTION AND EARLY INTERVENTION] To diminish the incidence and severity of mental disabilities and substance abuse in Alexandria through the provision of educational, consultative, outreach, public information and volunteer services.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of Prevention Program presentations or consultations provided to the public *	3,335	7,157	13,681	8,000	4,000
Number of attendees at Prevention Program consultations or presentations *	30,887	78,497	85,573	60,000	35,000
Number of consumers receiving early intervention services **	189	214	477	300	300
Percentage of consumers with an increase in knowledge of risk behaviors as measured by pre- and post-tests administered in conjunction with Prevention Programs	N/A	88 %	91 %	75 %	75 %
Percentage of consumers who are satisfied with Prevention services as assessed on a survey administered	N/A	95 %	94 %	85 %	85 %
Percentage of child consumers in preschools who show an increase in social skills and a decrease in aggressiveness as evidenced by a change in score on the Preschool/Kindergarten Behavior Scale ***	N/A	N/A	N/A	75 %	75 %

\* The number of Prevention program presentations and contacts with the public increased in FY 2002 due to the addition of federally funded Community Resilience staff in response to 9/11 terrorism. The decreases in the number of Prevention Program presentations and contacts in FY 2004 and FY 2005 reflect the termination of Community Resilience funding in mid-FY 2004.

\*\* The increase in the number of consumers receiving early intervention services in FY 2003 is due to a federal grant funded position that ended in FY 2004.

\*\*\* New measure in FY 2004.

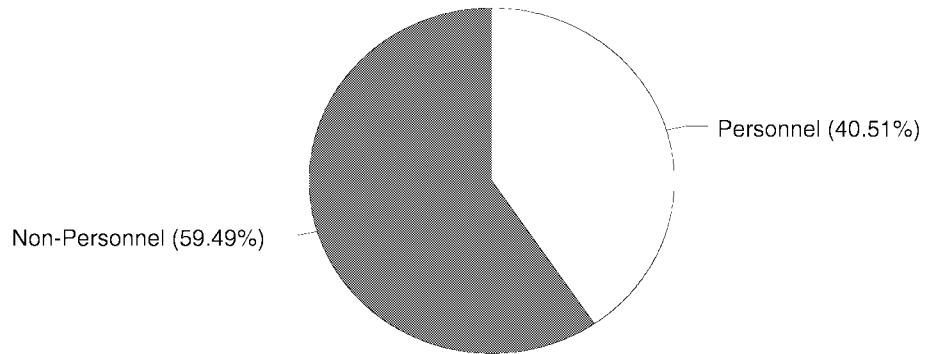
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## WORK SESSION NOTES AND COMMENTS

# HOUSING

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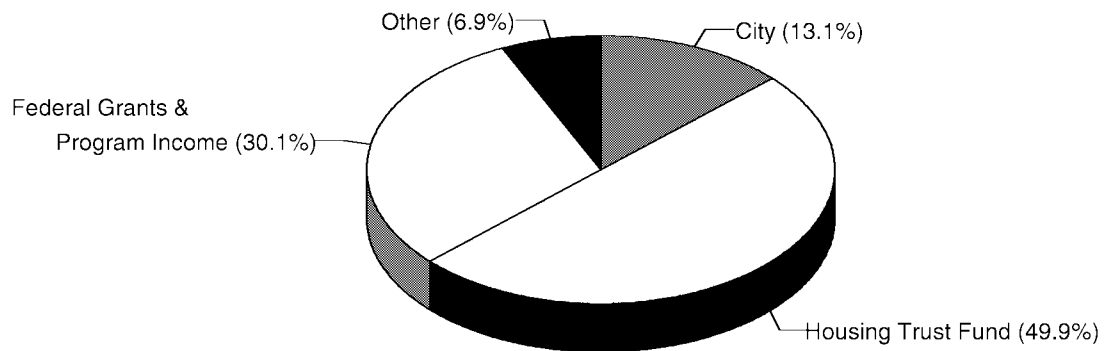
**FY 2005 Approved Expenditures by Type**



## HOUSING

### FY 2005 Approved

Funding Sources for the Office of Housing  
(Total Estimated Funding of \$11.1 Million, Including Carryover Monies)



## HOUSING

301 King Street, Suite 1100 • Alexandria, VA 22314 • 703.838.4990  
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**GOALS, FUNCTIONS AND RESPONSIBILITIES:** To preserve and to expand decent, safe and affordable housing opportunities for City residents, primarily low and moderate-income families, to encourage residential and commercial revitalization, to monitor compliance with fair housing laws, and to facilitate compliance with State and local laws affecting landlord-tenant rights and responsibilities.

### OBJECTIVES:

- To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.
- To provide assistance to low and moderate-income, first-time home buyers who have lived and/or worked in the City of Alexandria for at least six months to purchase homes in the City of Alexandria. Income-eligible police officers and deputy sheriffs are eligible for additional assistance if they purchase in Police-designated target areas.
- To provide no-interest rehabilitation loans to low and moderate-income homeowners in the City of Alexandria.

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#### TOTAL FINANCIAL RESOURCES \*

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,288,175	1,455,578	1,504,735	1,555,192
NON- PERSONNEL	3,835,022	2,239,482	2,283,426	2,283,426
CAPITAL GOODS OUTLAY	<u>1,815</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>5,125,012</u>	<u>3,695,060</u>	<u>3,788,161</u>	<u>3,838,618</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>4,153,761</u>	<u>2,302,393</u>	<u>2,383,533</u>	<u>2,383,533</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>4,153,761</u>	<u>2,302,393</u>	<u>2,383,533</u>	<u>2,383,533</u>
GENERAL FUND	<u>971,251</u>	<u>1,392,667</u>	<u>1,404,628</u>	<u>1,455,085</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 4.5%

FULL-TIME POSITIONS	20	20	20	20
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\* Financial resources portrayed here do not match the Addendum Table "All Financial Resources" as this Financial Resources table does not include any carryover CDBG, HOME, other non-federal and Housing Trust Fund monies.

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#### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Office of Housing reflects an increase of \$11,961, or 0.9 percent, as compared to the Approved FY 2004 General Fund budget.
- The proposed personnel expenditures in the amount of \$1,504,735 represent an increase of \$49,157, or 3.4 percent, as compared to the Approved FY 2004 All Funds budget.

The increase in personnel expenditures is primarily attributable to the cost of employee merit adjustments in FY 2005.

## HOUSING

### City Manager Proposed

- Total proposed non-personnel expenditures in the amount of \$2,283,426 represent an increase of \$43,944, or 2.0 percent, as compared to the Approved FY 2004 All Funds budget. The increase in non-personnel costs is partially attributable to anticipated additional federal Home Investment Partnership Program (HOME) funding for the American Dream Downpayment Initiative (ADDI) of \$120,268, newly allocated funding within the HOME program for down payment assistance for first-time homebuyers; partially offset by a decrease in federal Community Development Block Grant (CDBG) of \$34,000, efficiency-based expenditure reductions in the amount of \$17,615, and changes in the allocation of federal loan program funds. The Addendum Table entitled "All Financial Resources" reflects all available resources for Housing programs in FY 2005, including carryover and Housing Trust Fund monies.
- The non-personnel budget continues to include \$300,000 in City funds to augment funding in the Housing Trust Fund and the federal Home Investment Partnership Program (HOME) for the Housing Opportunities Fund, which assists with affordable housing development.
- In addition to the FY 2005 monies shown above, proposed expenditures include a new allocation of \$1,154,000 in carryover Housing Trust Fund monies for the following ongoing housing programs: \$400,000 for the Housing Opportunities Fund; \$240,000 for the Moderate Income Housing Program (MIHP); \$380,000 for the Transitional Housing Program; \$34,000 for the Seller's Incentive Fund; and \$100,000 for Homeownership Counseling Services.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Office of Housing reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of \$15,194, or one percent, was taken from the Personnel budget.
- Efficiency-based expenditure reductions totaled \$17,615.

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### DETAIL BY DIVISION

The Program Administration Division performs overall administrative duties, which include the preparation of all local, State, and federal funding applications and performance reports. In particular, the Division is responsible for preparing the City's federally-mandated Five-Year Consolidated Plan for Housing and Community Development and related One Year Action Plans, which serve as the City's overall housing policy; the application for Community Development Block Grant and Home Investment Partnerships Program funds; and the

## HOUSING

### DETAIL BY DIVISION

Consolidated Annual Performance and Evaluation Report (CAPER). The Division administers the City's Housing Trust Fund and seeks to address the housing needs of a variety of income groups by encouraging developers to include affordable housing opportunities in major new construction projects. The Division supports the Implementation Division in administering the Housing Opportunities Fund, created by City Council in FY 2002, to fund feasibility studies, pre-development costs and provide gap financing to developers of affordable sales and rental housing.

The Division also provides staff support for the Affordable Housing Advisory Committee (AHAC) and the newly created, non-profit Alexandria Housing Development Corporation.

The Office of Housing also works closely with the Alexandria Redevelopment and Housing Authority (ARHA). ARHA, which is governed by a nine-member commission appointed by City Council, provides public housing, Section 8 tenant-based rent subsidies and other assisted housing to lower-income families. ARHA owns, administers and maintains all public housing in the City. ARHA does not receive any general operating monies from the City; however, on occasion, the City may provide funding to ARHA for specific activities.

During FY 2005 Office of Housing staff will be working closely on the start up of the newly-created, non-profit Alexandria Housing Development Corporation, which will acquire and develop properties to preserve or expand affordable housing in the City.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures*	1,657,110	1,047,592**	857,049***	893,799***
<u>FULL-TIME STAFFING</u>	9	9	9	9
* FY 2003 actual expenditures include unbudgeted Housing Trust Fund monies expended from this division.				
** Amount has been revised from previously published documents to reflect more accurate reporting.				
*** Large decrease reflects the transfer of expenditures from the Administration Division to be more accurately reflected in the Implementation Division in FY 2005.				

The Landlord-Tenant Relations Division provides staff support for the Landlord-Tenant Relations Board and the Fair Housing Testing Program Advisory Committee. Division staff administer the following programs:

The Fair Housing Testing Program, overseen by the Fair Housing Testing Program Advisory Committee, is designed to identify discriminatory practices in the City's housing market, including rental housing, sales housing, and mortgage lending. Housing staff meet with the management of all entities in which problems are found. Any serious complaints are referred to the City's Human Rights Commission. To date, the City has tested for discrimination in the City's rental market based on race, familial status, a variety of disabilities, sexual orientation, and for discrimination in housing sales on the basis of race and national origin.

## HOUSING

### DETAIL BY DIVISION

The Landlord-Tenant Complaint Mediation Program helps landlords and tenants resolve disputes without resorting to litigation. This City-funded program offers the means for resolving landlord-tenant disputes by informing both parties of their rights and responsibilities under the law and by helping to settle disagreements through open communication.

Fair Housing Training is offered through the Office of Housing to property management and real estate professionals to increase their knowledge of fair housing law and housing discrimination. The City offers fair housing training each April to commemorate Fair Housing Month, and conducts an annual Apartment Manager's Seminar targeted to management staff at Alexandria rental complexes. The Office of Housing also offers on-site fair housing training upon request to apartment managers and real estate industry professionals. This training, conducted by City staff, is more in-depth than the training provided at the Apartment Managers' Seminar and can be tailored to the needs of the individual management company or real estate firm.

The Housing and Relocation Information Program is designed to assist persons seeking rental housing in the City and to provide housing-related counseling to persons 18 years of age and older. The program also offers information and counseling on landlord tenant matters which do not rise to the level of a complaint and which do not require staff mediation or intervention.

DIVISION: Landlord Tenant	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
All Funds Expenditures	259,616	271,061*	281,960	287,953
FULL-TIME STAFFING	3	3	3	3
* Amount has been revised from previously published documents to reflect more accurate reporting.				

### INDICATORS AND MEASURES

OBJECTIVE:[Landlord-Tenant Relations] To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Landlord-Tenant complaints received*	1,794	1,598	1,612	1,500	1,500
Favorable resolution achieved through staff intervention*	67%	64%	66%	65%	65%
Percent referred to courts or other agencies*	32%	33%	33%	34%	34%
Percent withdrawn, pending, or unresolved*	1%	1%	1%	1%	1%
Housing inquiries received	3,254	4,212	3,715	3,700	3,700
Direct assistance provided*	61%	64%	62%	60%	60%
Percent referred to other agencies*	37%	35%	36%	39%	39%
Percent withdrawn, pending, or unresolved*	1%	1%	2%	1%	1%

\* Some complaints and inquiries are resolved in more than one way; data represents the percentage of total resolutions, rather than total complaints or inquiries. All resolution percentages reflect complaint resolutions only.

# HOUSING

## DETAIL BY DIVISION

The Program Implementation Division seeks to provide low and moderate-income households with affordable housing opportunities, to improve housing conditions, and to bring about greater neighborhood stabilization. To accomplish these goals, the Division administers a number of programs designed to increase homeownership opportunities and provide needed home rehabilitation.

The following is a description of the major programs that target low and moderate-income homeowners and homebuyers:

The Homeownership Assistance Program (HAP) promotes neighborhood and household stability by providing affordable homeownership opportunities to income-eligible, first-time homebuyers. This program provides qualified homebuyers with up to \$35,000 for down payment, principal reduction, settlement costs and interest write-down in the form of interest-free, deferred payment loans. Qualifying homebuyers must contribute \$2,000 or more toward down payment and closing costs and must meet Section 8 lower-income limits for the Washington D.C. metropolitan area as set by the U.S. Department of Housing and Urban Development (HUD). This program also arranges first trust financing at below-market interest rates through the Virginia Housing Development Authority (VHDA).

The American Dream Downpayment Initiative, a new program to be administered through the City's HAP program above, was passed by Congress and signed by the President in December 2003. This program will provide assistance for homebuyers up to \$10,000 per household and may be supplemented with other available HOME monies.

The Moderate Income Homeownership Program (MIHP), is similar to the Homeownership Assistance Program. This program assists households with incomes above HAP limits, but less than \$68,700 for a one or two-person household, or less than \$79,500 for a three or more person household. The program provides up to \$20,000 in the form of a deferred payment loan for down payment and/or closing cost assistance. The Law Enforcement component of the program was approved by City Council in FY 1998 to encourage income-eligible City of Alexandria police officers and deputy sheriffs to purchase homes in Alexandria Police-designated target areas. These law enforcement officers are eligible for a deferred-payment loan of up to \$35,000, which is \$15,000 more than offered by the regular program, provided that they purchase in the designated areas. This program is funded with Housing Trust Fund monies.

The City's Homeownership Fair has been held for nine consecutive years to provide an opportunity for potential homebuyers to become better educated about the homebuying process and to meet with realtors, lenders, affordable housing providers and City staff regarding homeownership opportunities in the City. The City's Ninth Annual Homeownership Fair was held in March 2003, with more than 500 people in attendance.

The Housing Counseling Program was added to the City's Homeownership program in FY 1999. A private counseling agency under contract with the City provides group counseling for applicants and potential applicants on the home buying process, affordable housing opportunities, affordable financing, credit issues, consumer debt management,



## HOUSING

### DETAIL BY DIVISION

and post-purchase homeownership responsibilities, as well as individual homebuyer counseling specific to applicants' individual situations.

The Home Rehabilitation Loan Program enables low-income homeowners in the City to correct code violations and structural problems and to enhance the livability of their homes, thereby preventing condemnation, protecting property values, and contributing to neighborhood preservation. This program provides income-eligible home owners with interest-free, deferred payment loans of up to \$90,000 for construction costs with the possibility of a higher limit to cover related expenses. In addition the limit may be exceeded to enable homeowners to address lead-based paint hazards. The Home Rehabilitation Loan Program also offers loans for home improvements to accommodate mobility-impaired persons. The program is available to income-eligible homeowners City-wide.

The Rental Accessibility Modification Program (RAMP) provides grants to income-eligible renters with physical disabilities for accessibility modifications to their rental units, such as wheelchair ramps, grab bars and other similar modifications. Approval of the property owner is required. The program also provides funds to return the rental unit to its non-accessible state once the disabled tenant moves, should the owner request it.

The Housing Opportunities Fund, created by City Council in FY 2002, provides for feasibility studies, pre-development costs and gap financing to developers of affordable sales and rental housing.

The Employer Assisted Housing Program (EAH), initiated on a pilot basis in FY 2002, was developed in partnership with the Alexandria Chamber of Commerce, the Alexandria Economic Development Partnership and the FannieMae Northern Virginia Partnership Office to engage Alexandria employers in providing a homeownership benefit to their employees. Individual employers will determine the type of homeownership benefit to be provided. The City will support the employer-assisted housing initiative by offering targeted homeownership counseling services to employees of financially-participating employers at their work site or at another convenient location. Eligible employees can also get down payment and closing cost assistance through the City's HAP and MIHP programs. For employees who are ineligible for HAP or MIHP for reasons other than income (for example, not a first-time homebuyer), the City will match, on a 1:2 basis, the contributions of participating employers who provide financial assistance to their employees.

The Blighting Influences Program facilitated the removal of blight from 378 properties in the Potomac West and parts of Potomac East neighborhoods since its inception in 1976. However, because very few new properties have been added to the list in recent years, City Council in November 2003 approved the termination of the program once the last six properties are removed from the List of Blighting Influences. Future properties that would have been eligible for this program will now be referred to the Citywide Spot Blight program operated by Code Enforcement, which has greater flexibility to repair or demolish properties that are seriously blighted.

# HOUSING

## DETAIL BY DIVISION

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Implementation				
All Funds Expenditures	3,208,286 *	2,376,407 **	2,649,152 ***	2,656,866 ***
FULL-TIME STAFFING	8	8	8	8
* FY 2003 actual expenditures include unbudgeted Housing Trust Fund monies expended from this division. ** Amount has been revised from previously published documents to reflect more accurate reporting. *** Increase includes anticipated additional federal HOME funding for the American Dream Down Payment Initiative (ADDI) and the transfer of expenditures from the Administration Division to be more accurately reflected in the Implementation Division in FY 2005.				

## INDICATORS AND MEASURES

OBJECTIVE: [Homeownership Assistance Program and Moderate Income Homeownership Program] To provide assistance to low and moderate-income, first-time home buyers who have lived and/or worked in the City of Alexandria for at least six months to purchase homes in the City of Alexandria. Income-eligible police officers and deputy sheriffs are eligible for additional assistance if they purchase in Police-designated target areas. \*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of Applications (HAP + MIHP) **	100	179	187	188	188
Total dollar amount of HAP loans (CDBG + HOME)	\$216,092	\$260,100	\$509,436	\$770,000	\$905,583
Number of HAP loans ***	9	10	16	22	26
Average amount of HAP loans ***	\$24,010	\$26,010	\$31,840	\$35,000	\$35,000
Average HAP purchase price	\$119,667	\$122,040	\$131,963	\$132,000	\$135,000
Total dollar amount of MIHP loans ***	\$188,880	\$193,753	\$399,598	\$440,000	\$440,000
Number of MIHP loans ***	16	16	26	22	22
Average MIHP purchase price	\$136,448	\$148,533	\$160,769	\$162,000	\$165,000
Total dollar amount of MIHP law enforcement loans	\$21,045	\$0	\$0	\$35,000	\$35,000
Number of law enforcement loans	1	0	0	1	1
Average law enforcement purchase price	\$197,500	\$0	\$0	\$225,000	\$225,000
Percent of households that still own their homes after five years from year shown ****	86%	85%	82%	90%	90%

- \* Data have been revised from previously published documents to reflect more accurate reporting.
- \*\* Number of applications received indicates the total number of completed applications submitted by applicants. Participants typically do not have home purchase contracts in place at the time of application and may not proceed to homeownership using City assistance.
- \*\*\* Unusually tight market conditions in FY 2001 and FY 2002 resulted in fewer loans. Increased program activity in FY 2003 and estimated FY 2004 as well as projected FY 2005 loans reflect improved market conditions.
- \*\*\*\* This measure reflects the percentage of households who purchased their homes five years prior to the year shown and still own them in the year shown; for example, in FY 2001, 86 percent of those who received purchase assistance in FY 1996 still own their homes in FY 2001.

## HOUSING

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Home Rehabilitation Loan Program] To provide no-interest rehabilitation loans to low and moderate-income homeowners in the City of Alexandria.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of applications received	19	20	16	19	20
Number of rehabilitation loans obligated *	13	9	14	14	16
Rehabilitation cases in progress * *	20	16	22	21	23
Rehabilitation cases completed/percent	13/65%	8/50%	15/68%	14/67%	15/65%
Average loan award * * *	\$45,452	\$54,272	\$68,529	\$62,000	\$65,000
Percent of assisted persons receiving maximum loan	27%	39%	40%	40%	40%

\* Lower than usual loan activity in FY 2002 appears to be an anomaly as compared to FY 2003 and beyond.

\* \* "Rehabilitation cases in progress" can include cases which initiated in the previous year.

\* \* \* Effective May 2000, the maximum loan amount may exceed \$90,000 only when necessary to address lead-based paint hazards.

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### WORK SESSION NOTES AND COMMENTS

## HOUSING

The following Addendum Table reflects all available resources for Housing programs in FY 2005, including carryover and Housing Trust Fund monies.

Addendum Table  
ALL FINANCIAL RESOURCES - HOUSING

	Estimated Carryover Balance at 6/30/04 *	Estimated Current Revenues for FY 2005	Total All Sources
<u>Federal</u>			
CDBG Letter of Credit *	\$231,691	\$1,302,000	\$1,533,691
CDBG Income	0	33,168	33,168
HOME Letter of Credit	746,443	1,034,805	1,781,248
HOME Income	<u>0</u>	<u>0</u>	<u>0</u>
Total Federal Monies	\$978,134	\$2,369,973	\$3,348,107
<u>Other</u>			
Housing Trust Fund **	4,707,268	849,409	5,556,677
Non-Federal Funds ***	<u>765,621</u>	<u>3,000</u>	<u>768,621</u>
Total Other Monies	\$5,472,889	\$852,409	\$6,325,298
<u>City</u>			
General Fund Monies	<u>0</u>	<u>1,455,085</u>	<u>1,455,085</u>
TOTAL MONIES	<u>\$6,451,023</u>	<u>\$4,677,467</u>	<u>\$11,128,490</u>

\* Data have been revised to reflect more accurate reporting.

\*\* Total Community Development Block Grant amount is \$1,499,000; the number reported here reflects the transfer of \$197,000 to the Department of Human Services.

\*\*\* It should be noted that this figure is an estimate of the projected total amount of Housing Trust Fund contributions and interest earnings available through FY 2005. It is not anticipated, nor recommended, that all of these monies would be expended in the fiscal year. Proposals for the use of Housing Trust Fund monies are brought before the Affordable Housing Advisory Committee (AHAC), which makes recommendations to the City Manager and the City Council regarding the Fund. A summary of the projects funded through the Housing Trust Fund is available from the Office of Housing.

\*\*\*\* This amount includes non-federal monies used to provide the federally-required local match for HOME program funds, as well as other non-federal funds.

# OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

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## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

**PROGRAM DESCRIPTION:** This category summarizes City contributions to organizations that provide regional or area-wide planning services and economic development activities that benefit Alexandria residents. The programs and activities funded under this category are summarized below.

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<u>TOTAL FINANCIAL RESOURCES</u>				
	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	<u>2,159,761</u>	<u>2,248,399</u>	<u>2,555,369</u>	<u>2,560,369</u>
TOTAL EXPENDITURES	<u>2,159,761</u>	<u>2,248,399</u>	<u>2,555,369</u>	<u>2,560,369</u>
SPECIAL REVENUES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>2,159,761</u> *	<u>2,248,399</u>	<u>2,555,369</u>	<u>2,560,369</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 13.9%				

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\* FY 2003 expenditures include \$8,915 of closeout expenditures for the Potomac West Alliance, which was dissolved on May 10, 2000.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for Other Planning and Economic Development Activities reflects an increase of \$306,970, or 13.7 percent, with \$242,600, or 79 percent of the increase, recommended for the Alexandria Convention and Visitors Association (ACVA).

### City Council Approved

1. City Council approved this budget as proposed by the City Manager and added an additional \$5,000 to the Metropolitan Washington Council of Governments (COG) Street Smart Pedestrian and Bicycle Safety Program via the add/delete process.
- 

## DEPARTMENT DETAIL

The Alexandria Convention and Visitors Association (ACVA) is a membership-based organization consisting of the City government, the hospitality industry, retail businesses, restaurants, and other individuals and groups with an interest in the City's tourism and hospitality industries. The mission of the ACVA is to promote the facilities, restaurants, attractions, retail businesses and events of the City in order to maximize tax revenues and to share the unique heritage of the City with visitors. The ACVA Visitors Center is located in the historic Ramsay House, located at 221 King Street. The Alexandria Convention and Visitors Association is incorporated as a separate 501 (c) (6) corporation, which provides the autonomy necessary for the ACVA Board to have direct oversight of tourism and promotion programs and of the ACVA budget.

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

The FY 2005 budget increases the City's contribution to the ACVA by \$242,600, or 17.4 percent. This increase will assist ACVA with an expanded regional marketing program, including the requested hiring of one new full-time regional marketing professional, and will replace \$50,000 of one-time federal economic development grant funding, used to cover part of the ACVA budget increase in FY 2004. This \$242,600 funds 47.6 percent of the \$509,386 budget increase requested by the ACVA.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION</u>				
General Fund Expenditures	1,350,879	1,392,614 *	1,635,214 **	1,635,214**
* FY 2004 contribution does not include \$50,000 in one-time federal economic development grant funding. ** The \$242,600, or 17.4 percent increase, includes an expanded regional marketing program to promote the City through targeted marketing and advertising, and \$50,000 to replace one-time federal economic development grant funding. ACVA requested a total increase of \$509,386, or 36.6 percent.				

The following chart depicts City funding of the Alexandria Convention and Visitors Association since its inception.

FY	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY2005 Approved
<b>Amount</b>	\$380,413	\$580,413	\$956,378	\$985,069	\$1,242,069	\$1,339,052	\$1,392,614	\$1,635,214
<b>City \$ Increase</b>	\$0	\$200,000	\$375,965	\$28,691	\$257,000	\$96,983	\$53,562	\$242,600
<b>% Increase</b>	0%	52.6%	64.8%	3.0%	26.1%	7.8%	4.0%	17.4%
<b>Federal \$</b>					\$60,000	\$90,000	\$50,000	\$0

The Alexandria Economic Development Partnership (AEDP), a joint effort of the City and the Alexandria business community, directs and manages a public/private partnership effort to attract, expand and retain business operations in the City of Alexandria. This effort was established to expand the City's commercial tax base, employment opportunities and trade opportunities for local business; to diversify the City's business base; and to assist in the further development and/or revitalization of commercial areas in the City. This is carried out by targeting and establishing direct contact with new business prospects through direct mail, marketing events, exhibitions and conferences.

The Economic Development Partnership staff work directly with business prospects to provide information and assistance in their relocation and expansion evaluations. In FY 2005, AEDP will continue to target the technology industry, national trade and professional associations, the retail industry, and professional and business service firms, such as attorneys, architects, and financial service firms.

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>ALEXANDRIA ECONOMIC DEVELOPMENT</u> <u>PARTNERSHIP</u>				
General Fund Expenditures *	487,560	506,828	534,122	534,122
* The City's approved funding levels represent full funding of AEDP's budget requests.				

The Alexandria Small Business Development Center (SBDC) is part of a statewide network funded in part by the U.S. Small Business Administration (SBA) and also by local funding partners in each jurisdiction. Local funding partners for the Alexandria SBDC include the City of Alexandria, Virginia Commerce Bank, William D. Euille & Associates and the Alexandria Chamber of Commerce, which serves as its host and provides facilities for its operation. Alexandria SBDC was established in 1996 under the sponsorship of the George Washington University, and was re-organized under the Chamber on July 1, 1999 as a 501 (c) (3) organization. The goal of the SBDC is to stimulate the economy and promote new job opportunities by advancing the growth and success of small businesses. It not only helps new businesses open their doors more efficiently and competently, but also helps existing businesses overcome obstacles and expand their markets. The SBDC also serves as a focal point for the coordination of federal, State, local, academic and private sector resources for small businesses. In recent years Alexandria SBDC played a key role helping local businesses recover from the aftereffects of September 11, 2001 and Hurricane Isabel (September 2003). It not only facilitated the delivery of assistance programs, but also helped owners with strategies to survive the economic downturn.

The recommended increase of \$20,000 approved for FY 2005, which replaces lost SBA funding and a one-time federal economic recovery grant, will allow the SBDC to expand financial/management consultant services to small businesses and provide funds for a federal contracting specialist consultant and a small business specialist.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>ALEXANDRIA SMALL BUSINESS</u> <u>DEVELOPMENT CENTER</u>				
General Fund Expenditures	40,000	40,000	60,000 *	60,000 *
* FY 2005 funding represents full funding of SBDC's budget request.				

The Eisenhower Avenue Public Private Partnership is a non-profit organization formed in 1994 to promote the development and redevelopment of the 4.5 mile-long area to the north and south of Eisenhower Avenue between Holland Lane and the western boundary of the City. The Partnership's goals include to serve as a source of information to its members and



## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

constituency on items of concern and interest, including proposed transportation improvements, development proposals and partnership activities and events. It facilitates and promotes quality development through active involvement in the approval process with the community, developers and local government. It provides leadership and deliberation for significant initiatives or issues which impact the development and prosperity of the Corridor. It encourages business location, expansion and retention in Alexandria by providing opportunities for networking and advertising. Business objectives for FY 2005 include the continuation of marketing, transportation, planning and membership initiatives, including the promotion of build-to-suit and leasing opportunities. Also, it will monitor the progress of the Woodrow Wilson Bridge replacement project; work with the City, residents and businesses on the Eisenhower West Study; implement landscape and signage programs; and recruit new members and retain existing members.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>EISENHOWER AVENUE PUBLIC PRIVATE</u>				
<u>PARTNERSHIP</u>				
General Fund Expenditures	25,000	25,000	25,000	25,000

The Metropolitan Washington Council of Governments (COG) is the regional planning organization of the Washington D.C. area's major local governments and their governing officials. COG works towards solutions to regional problems such as energy shortages, traffic congestion, inadequate housing, and air and water pollution. In addition to its base contribution supporting COG operations shown below, the City is assessed a fee to support several COG programs, including the Regional Environmental Fund, the Airport Noise Abatement Program, the Water Resources Planning Board, the Potomac River Monitoring Program, the I-95 Technical Committee, and the Cooperative Purchasing Program. These program specific fees are budgeted within appropriate City department budgets.

For the first time in FY 2005, member jurisdictions of COG have been asked to make a voluntary contribution to the Washington Area Housing Trust Fund, based on a per capita formula. Alexandria's share is \$4,146 and is included in the approved budget. The Washington Area Housing Trust Fund is a new not-for-profit organization whose mission is to increase the number of affordable homes in the metropolitan region through a flexible regional housing fund that provides loans to support home ownership and affordable rental housing.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>METROPOLITAN WASHINGTON</u>				
<u>COUNCIL OF GOVERNMENTS</u>				
General Fund Expenditures	72,509	78,600	85,456	90,456 *
* The approved FY 2005 contribution includes \$81,310 for the base contribution and \$4,146 for the Washington Area Housing Trust Fund. In addition, City Council added \$5,000 for the Street Smart Pedestrian and Bicycle Safety Program via the add/delete process.				

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

The Health Systems Agency of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, Health Systems Agency was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute ten cents per capita to the Health Systems Agency for FY 2005.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>HEALTH SYSTEMS AGENCY OF NORTHERN VIRGINIA</u>				
General Fund Expenditures	15,121	12,097	13,400	13,400

The Northern Virginia Regional Commission (formerly the Northern Virginia Planning District Commission) is a regional organization of local governments in Northern Virginia, created in 1969 by the Virginia Area Development Act. Its purpose is to promote the development of the physical, social and economic elements of the district and to assist member governments by carrying out plans and programs in the areas of legislation, demographics and information, environment and land use, and human services. The Commission recently adopted a budget resolution that recommends increasing member government dues by six cents per capita per year for the next three years. Dues are calculated based on population. Alexandria's share for FY 2005 is based on 38 cents per capita (up from 32 cents) and a population of 137,500.

The City also supports the Northern Virginia Waste Management Program and the Four Mile Run Watershed Management Program, both special programs of the Northern Virginia Regional Commission.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>NORTHERN VIRGINIA REGIONAL COMMISSION</u>				
General Fund Expenditures	41,142	41,660	52,259 *	52,259 *
* FY 2005 contribution is based on 38 cents per capita (increased from 32 cents) and a population of 137,500.				

The Northern Virginia Transportation Commission (NVTC) was created by the Virginia General Assembly in 1964 to provide a transportation policy forum for the region, with a primary emphasis on transit and ridesharing. The NVTC is also charged with allocating State, regional and federal transit assistance each year among the member jurisdictions. State statute requires member jurisdictions pay their share of NVTC's budget based on a proportionate

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

share of revenues received by NVTC in the previous year. This procedure results in changes from year-to-year in contributions for each jurisdiction.

	ACTUAL <u>FY 2003</u>	APPROVED <u>FY 2004</u>	PROPOSED <u>FY 2005</u>	APPROVED <u>FY 2005</u>
<u>NORTHERN VIRGINIA TRANSPORTATION COMMISSION</u>				
General Fund Expenditures	51,885	51,600	49,918	49,918

The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.

	ACTUAL <u>FY 2003</u>	APPROVED <u>FY 2004</u>	PROPOSED <u>FY 2005</u>	APPROVED <u>FY 2005</u>
<u>MARKETING FUND</u>				
General Fund Expenditures	66,750	100,000	100,000	100,000

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

As shown in Addendum Table I, the FY 2005 Approved budget includes a total of \$2,843,336 in direct expenditure support for economic development activities.

Addendum Table I  
Total Direct Support for Economic Development Activities

	Approved FY 2005 <u>Resources</u>
Alexandria Economic Development Partnership (AEDP) (represents full funding of the AEDP's budget as originally approved by the AEDP Board on November 19, 2003 and includes the City's contribution of \$33,600 for the Alexandria Technology Achievement Award Program)	\$ 534,122
Alexandria Convention and Visitors Association (ACVA) <u>Operating Funding</u>	1,635,214
• In-kind contribution of office space/visitor center at Ramsay House	45,000
• Carryforward capital funding in the Capital Improvement Program (CIP) for Visitor Center improvements	294,000
Eisenhower Avenue Public Private Partnership	25,000
Alexandria Small Business Development Center	60,000
Alexandria Marketing Fund	100,000
Holiday Marketing Initiative (funds in Non-Departmental)	125,000
Fall Arts Festival support (funds in Non-Departmental)	25,000
Total Direct Expenditure Support	<b><u>\$2,843,336</u></b>

In addition to this direct support for economic development activities, an essential component of the City's overall approach to economic development is maintaining a safe, clean and attractive community. Please refer to the City's six year Capital Improvement Program for additional information.

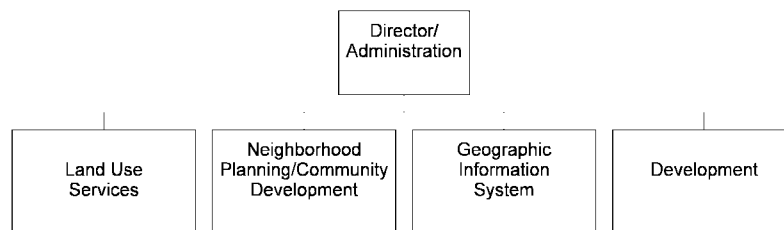
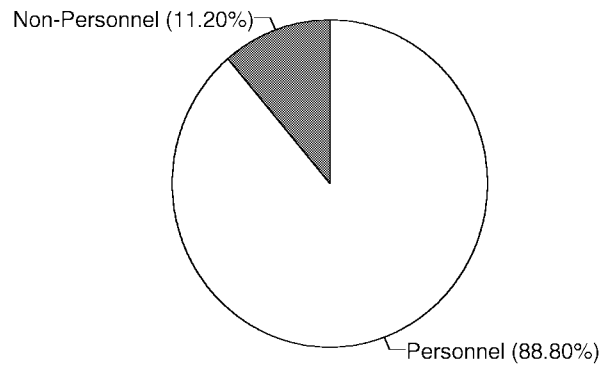
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## WORK SESSION NOTES AND COMMENTS

# PLANNING AND ZONING

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## FY 2005 Approved Expenditures by Type



## PLANNING AND ZONING

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** The mission of the Department is to create a common vision for the future of Alexandria through a proactive community planning effort that incorporates involvement of all stakeholders in a consensus building process and assures that all new development reflects the community's vision.

### OBJECTIVES:

- To respond to inquiries from the public concerning zoning and subdivision regulations and to review business license, building permits (other than development special use permits), certificates of occupancy and inspections for compliance with zoning and subdivision requirements in a timely manner.
  - To review and analyze applications for construction and demolition within the City's two historic districts for compliance with the historic district regulations.
  - To prepare recommendations and reports on non development-related issues for Planning Commission and City Council.
  - To review and analyze development, special use permit, master plan, rezoning, encroachment and vacation applications, including design elements. Prepare recommendations and reports on these issues for the Planning Commission and City Council. Provide administrative support to the Planning Commission.
  - To provide mapping and graphics support for the reports and for the tax assessment process.
  - To improve services and decision making by ensuring accurate and consistent geographic data is available to all City departments and the public.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	2,501,634	2,847,397	3,118,017	3,152,484
NON-PERSONNEL	738,754	374,654	387,683	397,683
CAPITAL GOODS OUTLAY	<u>177,700</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>3,418,088</u>	<u>3,222,051</u>	<u>3,505,700</u>	<u>3,550,167</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>3,418,088</u>	<u>3,222,051</u>	<u>3,505,700</u>	<u>3,550,167</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 10.2%

FULL-TIME POSITIONS	35.0	35.0	37.0*	37.0 *
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\* Reflects the approved supplementals of adding a Neighborhood Planner II in the Neighborhood Planning and Community Development Division to help provide professional staffing for neighborhood outreach efforts; and a Senior Planning Technician in the GIS Division to help produce maps and various GIS graphics. Position count excludes three temporary overhire positions: two Urban Planner I positions in the Development Division and two recommended supplemental requests to fund a Neighborhood Planner II to help provide development review and oversight of the redevelopment of the Landmark Mall. A temporary overhire Neighborhood Sign Planner was eliminated via the add/delete process.

## PLANNING AND ZONING

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for Planning and Zoning reflects an increase of \$283,649, or 8.8 percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed FY 2005 personnel expenditures represent an increase of \$270,620, or 9.5 percent as compared to the Approved FY 2004 General Fund budget. The increase in personnel expenditures is primarily attributable to the cost of employee merit adjustments, and recommended supplementals to add 1) a Neighborhood Planner II (\$70,858) in the Neighborhood Planning and Community Development Division to help provide professional staffing for neighborhood outreach efforts; 2) a two-year temporary overhire Neighborhood Planner II (\$70,858) to help provide development review and oversight of the redevelopment of the Landmark Mall; 3) a Senior Planning Technician (\$48,356) in the GIS Division to help produce maps and various GIS graphics; and 4) a two-year temporary overhire Neighborhood Sign Planner (\$59,630) to facilitate the overall City wayfinding sign program and the residential neighborhood sign program to be implemented in the City during FY 2005.
- The Proposed FY 2005 non-personnel expenditures increased \$13,029, or 3.5 percent, primarily attributable to two recommended supplemental requests to fund increased printing and photocopying (\$13,000) and office supplies (\$6,000) costs due to an ongoing need for various assigned projects; offset by efficiency-based expenditure reductions in the amount of \$5,971.
- An additional \$445,000 is designated in the Non-Departmental budget for professional consulting services for Planning and Zoning. Together with the \$50,000 in the Non-Departmental base, these funds will assist in the preparation of design reviews for major buildings, historic analysis, retail analysis and alternative approaches in review of large scale proposals. These funds also will facilitate the community planning initiatives identified in the Plan for Planning as well as undertake City-wide zoning studies.

### City Council Approved

- The Approved FY 2005 General Fund budget for Planning and Zoning reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.
- City Council approved the addition of \$10,000 for land use and zoning education seminars and the elimination of a two-year temporary overhire Neighborhood Sign Planner position (\$70,000) via the add/delete process.

## PLANNING AND ZONING

### Reductions and Savings

- A vacancy factor of \$68,635, or 2.4 percent, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$32,221, \$26,250 of which is included in the vacancy factor above taken from the personnel budget.

### Supplemental Budget Requests

#### Approved

1. Neighborhood Planner II \$70,858

This supplemental request is to fund a Neighborhood Planner II position to help provide professional staffing for neighborhood outreach efforts, and to support both the Neighborhood Planning and Community Development Division and Development Division in performing various departmental functions.

2. Temporary Overhire Neighborhood Planner II \$70,858

This supplemental request is to fund a two-year temporary overhire Neighborhood Planner II position to help provide development review and oversight of the redevelopment of the Landmark Mall. The Landmark Mall, an approximate 40 acre site, is an anticipated mixed-use project with focus toward the development of a vibrant "town center," with a significant transit component.

3. GIS Senior Planning Technician \$48,356

This supplemental request is to fund a GIS Senior Planning Technician position to produce maps and various GIS graphics. The incumbent will, in addition, be responsible for maintaining the department's web page, processing images, and designing reports for various City agencies and the public.

4. Additional Funding for Printing and Photocopying Costs \$13,000

This supplemental request is to fund increased printing and photocopying costs in the department due to an ongoing need for various assigned projects.



## PLANNING AND ZONING

### Supplemental Budget Requests

#### Approved

5. Additional Funding For Office Supplies \$6,000

This supplemental request is to fund increased office supplies cost in the department due to an ongoing need for various assigned projects.

6. Professional Consulting Services \* \*

An additional \$445,000 has been placed in the Non-Departmental account to fund needed studies of key areas in the City. This coupled with \$226,017 in funding in the Planning and Zoning budget and the \$50,000 already in the Non-Departmental account brings the total for Planning and Zoning studies in the FY 2005 budget to \$721,017.

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The Department of Planning and Zoning is responsible for legal, regulatory, and enforcement functions related to land-use requirements and long-term community-based land-use planning.

In order to enforce the City Code zoning ordinances, urban design guidelines, and specific development procedures, Planning and Zoning provides information and analysis to City Council, the Planning Commission, the Board of Zoning Appeals, the two Boards of Architectural Review, the City Manager, City agencies, and the public. Planning and Zoning is also responsible for developing and administering the Master Plan, Zoning Ordinance, and Special Use Permits.

In order to plan for long-term land use and development, Planning and Zoning coordinates with local neighborhoods and communities to review development opportunities and needs, plan for future land use and development, establish design standards and guidelines, and analyze such land use and zoning issues as parking requirements, in-fill development, and open space regulations.

The Department reviews and makes recommendations on land development applications in order to ensure that projects are consistent with the highest quality design and planning and are compatible with the applicable City standards, guidelines and policies. Planning staff also review and make recommendations on use permit and variance requests, work to ensure that new buildings and uses have the least impact on neighboring properties and are operated to minimize any impacts on the surrounding area. In all cases, Planning staff work with the neighborhoods to ensure that residents understand the proposals that affect them.

In support of these objectives, Planning and Zoning maintains and analyzes demographic and economic data, provides urban design assistance for City and private development projects. It operates the Geographic Information Systems (GIS) database network, and provides expertise to the public related to zoning and development requirements, future trends, and development and market activity.

## PLANNING AND ZONING

### DETAIL BY DIVISION

Administration Division - provides overall planning, supervision and support services for the department.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration				
General Fund Expenditures	1,359,254 *	854,721	854,711**	881,868 **
FULL-TIME STAFFING	7	7	7	7
* Includes reappropriated funding from previous-year encumbrances and the transfer of monies from the non-departmental budget to fund ongoing planning activities.				
** Includes two approved supplemental requests to fund increased printing and photocopying (\$13,000) and office supplies (\$6,000) costs due to an ongoing need for various assigned projects; offset by a vacancy reduction of \$68,635 and efficiency-based expenditure reductions of \$5,971. City Council approved \$10,000 in additional funding for land use and zoning education seminars via the add/delete process.				

Land Use Services Division – The Land Use Services Division, formerly known as the Regulatory Processes Division, was created in FY 2003 and implemented officially during FY 2004. The new division is a consolidation of the former Zoning Administration, Historic Preservation, and Planning Commission divisions.

The purpose of the Land Use Services Division is to improve community service delivery and to better manage internal processes in the areas of permitting, zoning interpretations and enforcement, and historic preservation. It provides staff support to the Planning Commission, the Board of Zoning Appeals, and Boards of Architectural Review.

In its public zoning administration capacity, Land Use Services assists the residents of Alexandria with information regarding the Department, the permit process, and the zoning ordinance, and it responds to complaints. Internally, Land Use Services reviews plot plans, building permits, administrative permits, mechanical permits, electrical permits, sign permits, certificates of occupancy, and business licenses for consistency with the City's land use regulations. It reviews proposed development and Historic District applications for compliance with the City's zoning ordinance. It reviews, processes, and provides recommendations to the Board of Zoning Appeals on variance, special exception, and appeal cases. It inspects properties for zoning ordinance violations and land use approvals, issues citations for violations and assigns new development street addresses.

In its historic preservation capacity, Land Use Services processes applications to change building exteriors within historic districts; provides facts regarding historic preservation issues to other agencies; and provides staff support and analysis to the Old and Historic Alexandria District Board of Architectural Review and Parker-Gray Board of Architectural Review.

In its work with the Planning Commission, Land Use Services provides support on non-development related items through the development of staff reports and recommendations, responses to information requests, and the provision of administrative support.

## PLANNING AND ZONING

### DETAIL BY DIVISION

<u>DIVISION:</u> Land Use Services*	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	554,270	730,368	829,643	856,937
<u>FULL-TIME STAFFING</u>	12	12	12	12
* New division created in FY 2003 by consolidating the former Zoning Administration, Historic Preservation, and Planning Commission Support Divisions.				

### INDICATORS AND MEASURES

OBJECTIVE: [Zoning] To respond to inquiries from the public concerning zoning and subdivision regulations and to review business license, building permits (other than development special use permits), certificates of occupancy and inspections for compliance with zoning and subdivision requirements in a timely manner.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of Business Licenses Processed	1,825	1,954	1,987	1,990	1,990
Number of Certificates of Occupancy Processed	120	100	113	115	120
Number of Building Permits Processed*	2,220	2,475	3,983	3,990	3,995
Number of Variances Processed	90	117	84	85	90
Number of Zoning Compliance Letters	80	54	50	50	55
Number of Zoning Enforcement Inspections	521	495	452	460	465
Number of Zoning Tickets Issued	339	360	283	285	285
Number of Complaints Resolved	123	261	268	270	270

\* Includes mechanical, electrical & sign permits.

OBJECTIVE: (Historic Preservation) To review and analyze applications for construction and demolition within the City's two historic districts for compliance with the historic district regulations.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Historic Preservation Docket Items Processed	331	360	309	340	340
Building Permits Reviewed*	1,105	1,000	1,100	1,100	1,000
Certificates of Occupancy Reviewed	78	90	110	90	90

\* Includes mechanical, electrical & sign permits when new developments generate multiple permits.

Development Division - Coordinates development applications including pre-application meetings, application reviews, comments from other City agencies, community input, staff analysis, and recommendations to the Planning Commission and City Council. Applications include Development Special Use Permits, Coordinated Development District (CDD) permits, Development Site Plans, subdivisions, encroachments, and vacations. Development also reviews Master Plan amendment and rezoning requests and post-approval submissions.

## PLANNING AND ZONING

### DETAIL BY DIVISION

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Development				
General Fund Expenditures	660,245	636,255	655,738	677,601
FULL-TIME STAFFING	6	6	6	6

### INDICATORS AND MEASURES

OBJECTIVE: [Development] To review and analyze development, special use permit, master plan, rezoning, encroachment and vacation applications, including design elements. Prepare recommendations and reports on these issues for Planning Commission and City Council. Provide administrative support to the Planning Commission. Provide mapping and graphics support for the reports and for the tax assessment process.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Planning Commission Docket Items Processed	227	250	250	250	250
Development Applications Processed	61	55	62	65	65
Master Plan Amendments & Rezoning	8	17	16	16	16
Final Site Plans Reviews	76	65	70	75	75
Final Site Plans Released	26	13	16	20	20
Total Active Development Plans	104	100	100	100	100
Building Permits Reviewed	2,157	1800 *	250	255	255

\* Code Enforcement implemented new procedures whereby Development no longer reviews separate mechanical or electrical permits for development.

Neighborhood Planning and Community Development – Neighborhood Planning and Community Development is a division created in FY 2002 to provide community-based long-range planning, immediate analysis, and recommendations regarding the physical development and appearance of the City. The division acts by developing and implementing the adopted Plan for Planning; analyzing land use and zoning patterns; advising other agencies on land use, design, demographics, preservation, economic development, and other planning and transportation issues; and building community consensus on development alternatives through a community-based planning process.

During the division's first two years, long-range planning efforts focused on the City-wide planning process for Eisenhower East, and planning for the Upper Potomac West/Arlandria and Mt. Vernon/Del Ray neighborhoods in the Potomac West area.

The main emphasis of the Eisenhower East Planning Study (begun in FY 2002 and completed/adopted in FY 2003) was to develop a street network and strategies for land use, urban design, and streetscape, in order to transform Eisenhower East's approved level of development into an urban, pedestrian-friendly place while reducing traffic impacts and increasing transit usage at the Eisenhower Avenue Metro station. The final plan was the result of community consensus and evolved through a series of educational and community workshops.

## PLANNING AND ZONING

### DETAIL BY DIVISION

In the Upper Potomac West/Arlandria planning effort (begun in FY 2002 with plan adopted in FY 2003), staff worked with the community to prepare a long-range vision for the neighborhood and to define and implement short- and mid-term actions. The overriding goal is to create a more attractive and functioning environment for private investment in the neighborhood, in concert with the long-range vision for revitalization. The division staff are involved in ongoing implementation efforts for these two plans.

The Mt. Vernon/Del Ray planning effort (begun in FY 2003 with completion in FY 2004) focuses on the formulation of a business and development strategy to maintain the existing neighborhood, its commercial character, and its attractiveness as a place to live and work.

This strategy includes solutions for shared and increased parking; identification of complementary new businesses; efforts to attract new uses; business outreach to small businesses; and design standards to ensure compatible infill development activity with minimal adverse impact on the adjoining residential neighborhood.

The division is also working on a King Street Retail Study. The study has several areas of emphasis: the preparation of a strategic plan to help this retail district compete with the growing destination retail locations in the metropolitan area; the preparation of streetscape guidelines for the Washington Street corridor; and the evaluation of Census information.

As outlined in the Plan for Planning, in the upcoming fiscal year the division will be undertaking planning efforts in the Landmark Mall area, the Braddock Road Metro Station area, the Hunting Towers/Hunting Terrace area, a Neighborhood Infill Study, and the Alexandria Waterfront area.

DIVISION: Neighborhood Planning and Community Development	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
General Fund Expenditures	492,382	661,558	767,716	723,891
<u>FULL-TIME STAFFING</u>	5	5	6 *	6 *
* Includes approved supplementals to add 1) a Neighborhood Planner II (\$70,858) in the Neighborhood Planning and Community Development Division to help provide professional staffing for neighborhood outreach efforts; 2) a two-year temporary overhire Neighborhood Planner II (\$70,858) to help provide development review and oversight of the redevelopment of the Landmark Mall. The two-year temporary overhire Neighborhood Sign Planner (\$59,630) to facilitate two sign programs to be implemented in the City during FY 2005 requested as a supplemental was eliminated via the add/delete process.				

Geographical Information System (GIS) technology is distributed to various users via several approaches; out-of-the-box software, custom applications, including web based applications and GIS tools and data embedded in task specific applications such as Public Safety's Computer Aided Dispatch Program. For applications maintained by the GIS Division, training is also provided. For those applications maintained outside the GIS Division, the focus is on

## PLANNING AND ZONING

### DETAIL BY DIVISION

integration with GIS. During FY 2005 the Division will be launching a Base Mapping internet application to let both City employees and the public make simple maps via the web.

Ad Hoc projects are requested of the Division to support planning projects such as massing studies as well as other departments who either lack GIS resources or whose project is of a nature that requires a high-end GIS practitioner.

<u>DIVISION: GIS*</u>	<u>ACTUAL FY 2003</u>	<u>APPROVED FY 2004</u>	<u>PROPOSED FY 2005</u>	<u>APPROVED FY 2005</u>
General Fund Expenditures	351,937	339,149	397,892**	409,870**
<u>FULL-TIME STAFFING</u>	5	5	6**	6**
<p>* New division created in FY 2003 to separate GIS functions from their placement within the Development Division.</p> <p>** Includes the approved supplemental request to fund a GIS Senior Planning Technician position to assist the department with producing maps and various GIS graphics.</p>				

### INDICATORS AND MEASURES

OBJECTIVE: [GIS] To improve services and decision making by ensuring accurate and consistent geographic data is available to all City departments and the public.

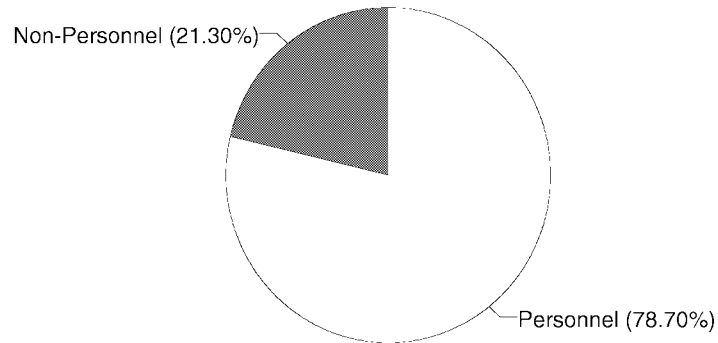
	<u>Actual FY 2001</u>	<u>Actual FY 2002</u>	<u>Actual FY 2003</u>	<u>Estimated FY 2004</u>	<u>Projected FY 2005</u>
GIS Viewers	70	130	200	1,000	1,000
GIS Occasional Users	20	30	50	60	60
GIS High-End Users	7	7	15	20	20

### WORK SESSION NOTES AND COMMENTS

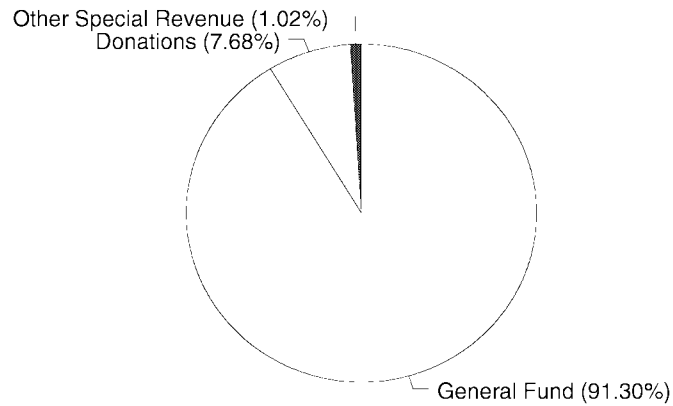
# HISTORIC ALEXANDRIA

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## FY 2005 Approved Expenditures by Type



## FY 2005 Approved Expenditures by Fund



Archaeological Commission  
Historic Alexandria Resources Commission  
Historical Restoration and Preservation Commission  
Public Records Advisory Commission

Historic  
Alexandria  
Administration

Alexandria  
Archaeology

Black History  
Resource  
Center

Fort Ward  
Museum &  
Historic Site

Cadby's  
Tavern  
Museum

The  
Lyceum

Archives &  
Records  
Management

## HISTORIC ALEXANDRIA

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Jean Taylor Federico, Director • jean.federico@alexandriava.gov

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** The Office of Historic Alexandria (OHA) is responsible for the stewardship and promotion of the historic City through the preservation of the City's historic and archaeological sites, artifacts and records, and for the use of these resources in accordance with professional standards of scholarship and museum procedures.

### OBJECTIVES:

- To present history programs, events and tours of Gadsby's Tavern Museum to different populations of visitors.
  - To increase revenue and attendance by marketing Gadsby's Tavern Museum to new and expanded audiences.
  - To provide a unique historical experience for visitors to The Lyceum through exhibitions, programs, special events, Museum Shop sales and rental of the facility.
  - To present programs, exhibitions and outreach services that will provide visitors to the Black History Resource Center with a historically accurate interpretation of African Americans in Alexandria and the Metropolitan Washington, D.C. community.
  - To present programs, special events, tours, lectures and exhibitions that will provide visitors with a historically accurate and meaningful interpretation of Fort Ward, the defenses of Washington, D.C., the City of Alexandria and the Civil War in general.
  - To assess site plans and special use permits for archaeological impact.
  - To display historic fire fighting equipment and early engines at Friendship Firehouse.
  - To efficiently appraise, arrange, describe, and maintain all City records with legal, fiscal, administrative, or historic value to the City.
  - To efficiently dispose of City records.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,780,687	1,867,133	1,909,928	1,967,942
NON-PERSONNEL	534,021	580,149	532,638	532,638
CAPITAL GOODS OUTLAY	<u>46,153</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>2,360,861</u>	<u>2,447,282</u>	<u>2,442,566</u>	<u>2,500,580</u>
SPECIAL REVENUES AND OTHER SOURCES	<u>181,897</u>	<u>238,395</u>	<u>217,560</u>	<u>217,560</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>181,897</u>	<u>238,395</u>	<u>217,560</u>	<u>217,560</u>
GENERAL FUND	<u>2,178,964</u>	<u>2,208,887</u>	<u>2,225,006</u>	<u>2,283,020</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 3.4%				
FULL-TIME POSITIONS	17.0	17.0	17.0	17.0



## HISTORIC ALEXANDRIA

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Office of Historic Alexandria reflects an increase of \$16,119, or 0.7 percent, as compared to the Approved FY 2004 General Fund budget.
- Total proposed funding for personnel expenditures in the amount of \$1,909,928 represents an increase of \$42,795, or 2.3 percent, as compared to the Approved FY 2004 budget. The increase is primarily attributable to the cost of employee merit adjustments. Personnel costs have been offset by the application of a 0.35 percent vacancy factor (\$6,681).
- Total proposed non-personnel expenditures in the amount of \$532,638 represent a \$47,511, or 8.2 percent, decrease from the Approved FY 2004 budget. This decrease is due to expenditure reductions discussed below, and the reduction of a one-time expenditure of \$26,000 in FY 2004, for a special exhibit on slavery at the Black History Resource Center. This one-time expenditure, funded with donations, is not included in FY 2005.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Office of Historic Alexandria reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

### Reductions and Savings

- A vacancy factor of 0.35 percent, or \$6,681, was taken from the personnel budget.
- Efficiency-based expenditure reductions totaled \$20,166 and were taken from all divisions.
- Marginal service-based expenditure reductions totaled \$2,027, and include not printing the *Historic Alexandria Quarterly* and minimal reductions to building maintenance at Fort Ward.

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### DETAIL BY DIVISION

OHA's staff are charged with providing programs to enhance the quality of Alexandria's urban environment for its residents by building a sense of community identity and continuity, preserving the historic cultural diversity of the City, and contributing to the City's national and international reputation. These programs bring people and business to Alexandria by making the City an attractive location for leisure activities, conventions, offices and businesses.

## HISTORIC ALEXANDRIA

### DETAIL BY DIVISION

The Administration Section sets priorities for the department to encourage a professional, well-developed publications program, a concern for preservation and care of all historic sites, and the development of a quality exhibition program. Other responsibilities of this section include: budget oversight; financial analysis; assistance in personnel issues; and the administration of the Open Space Easement Program in cooperation with the Alexandria Historical Restoration and Preservation Commission. The Administration Section also provides staff support for the Historic Alexandria Resources Commission, the Public Records Advisory Commission, and the Alexandria Historical Restoration and Preservation Commission.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration				
General Fund Expenditures	386,049	374,984	383,322	395,821
FULL-TIME STAFFING	3	3	3	3

Gadsby's Tavern Museum consists of two buildings, a (circa) 1785 tavern and the 1792 City Hotel. The mission of the Museum is to teach the public about the history of the site, and to preserve the two historic structures. Supported by on-going research and professional standards, the Museum's programs, collections, and exhibitions create a varied and meaningful learning environment that addresses the needs and interests of the community's residents and visitors. Like the 18<sup>th</sup> Century purpose of the site, the goal is to play a dynamic role in the social, economic, and educational life of Alexandria, thus contributing to the City's identity and vitality.

	ACTUAL FY 2003	APPROVED FY 2004 /1	PROPOSED FY 2005 /1	APPROVED FY 2005 /1
DIVISION: Gadsby's Tavern Museum				
General Fund Expenditures	275,135	280,810	289,012	294,997
FULL-TIME STAFFING	3	3	3	3
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, Gadsby's has a revenue earning goal of \$10,000. Monies earned in excess of this goal will be recommended for reappropriation to the Museum.				

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Gadsby's Tavern Museum] To present history programs, events and tours of Gadsby's Tavern Museum to different populations of visitors.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of requests for general interest tours	1,330	1,295	1,334	1,320	1,320
Number of requests for school tours	86	57	81	74	74
Number of requests for adult groups	46	33	27	30	30
Number of special publications, special interest lectures or symposia	35	35	17	26	26
Revenue generated by general interest and adult group tours	\$12,657	\$17,209	\$16,811	\$15,500	\$15,500
Revenue generated from special interest programming	\$38,744	\$34,882	\$51,248	\$45,000	\$45,000
Number of persons given tours	11,146	8,882	9,223	9,750	9,750
Number of adults given group tours	868	562	526	650	650
Number of school children served	2,372	1,709	1,519	1,800	1,800
Number of persons served by special events	7,993	6,532	6,690	7,000	7,000
Percentage of planned public programs that meet Museum mission	100%	100%	100%	100%	100%

OBJECTIVE: [Gadsby's Tavern Museum] To increase revenue and attendance by marketing the museum to new and expanded audiences.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of contemporary Tavern events	28	12	19	12	12
Number of building rentals	21	15	8	12	12
Revenue generated by contemporary events	\$13,945	\$11,474	\$21,426	\$12,000	\$12,000
Revenue generated by rentals	\$19,630	\$18,340	\$16,225	\$15,000	\$15,000
Number attending contemporary events	2,383	1,953	1,469	1,500	1,500
Number of visitors to site from rentals	1,753	1,234	1,036	1,200	1,200
Percentage of contemporary events related to the history of the Tavern	100%	100%	100%	100%	100%
Percentage of rentals that generated revenue in excess of \$500	100%	100%	100%	100%	100%

The Lyceum provides visitors with a unique historical experience through exhibitions, programs, special events, the sale of merchandise in The Lyceum Museum Shop and rental of the facility. As both a general community history museum and a historic site, the institution's mission is further divided into two primary goals: first, to preserve and interpret the history and material culture of Alexandria and the surrounding region and, secondly, to protect, preserve and interpret the historic site known as The Lyceum. In pursuit of these goals, the museum staff follows an active collections program, develops and mounts exhibitions, produces public programs and school tours, and hosts a variety of other activities. The Lyceum regularly works with other historic sites and museums to bring about a more in-depth appreciation of the community's history.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

DIVISION: Lyceum	ACTUAL FY 2003	APPROVED FY 2004 /1	PROPOSED FY 2005 /1	APPROVED FY 2005 /1
General Fund Expenditures	350,033	332,195	333,030	341,945
<u>FULL-TIME STAFFING</u>	3	3	3	3
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, the Lyceum has a revenue earning goal of \$40,000. Monies earned in excess of this goal will be recommended for reappropriation to the Lyceum.				

## INDICATORS AND MEASURES

OBJECTIVE: [The Lyceum] To provide a unique historical experience for visitors through exhibitions, programs, special events, Museum Shop sales and rental of the facility.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Museum visitation	36,142	34,230	29,213	30,000	32,000
Cost per visitor	\$8.16	\$7.01	\$7.34	\$11.06	\$10.47
Percent of teachers returning for school program (est.)	85%	87%	88%	90%	90%
Number of rental activities	398	410	420	350	325

The Alexandria Black History Resource Center (ABHRC) In 2001, the Resource Center adopted a new mission statement: to enrich the lives of Alexandria's residents and visitors, to foster tolerance and understanding among all cultures, and to stimulate appreciation for the diversity of the African American experience. The ABHRC accomplishes its mission by inspiring the public to explore the integral relationship between Alexandria's African American heritage and other cultural traditions, and by collecting artifacts and archival materials relating to Alexandria's African American heritage within its regional and national context.

As both a historic site and museum, the ABHRC includes the formerly segregated Robert H. Robinson Library, the Watson Reading Room, and the Alexandria African American Heritage Park. The Robinson Library was originally constructed in 1940 following a sit-in at the segregated Alexandria Library, now known as the Kate Waller Barrett Library. The Robinson Library now serves the community as a museum gallery space devoted to exhibiting local and regional history. The Reading Room, established in 1995, provides an environment for learning about the diversity of African American cultural traditions. A nine-acre green space and wetland, the Alexandria African American Heritage Park offers a place for celebration, commemoration and quiet reflection. The museum demonstrates the inter-relationship of regional and global African American heritage and fosters cultural understanding and respect. Institutional objectives include maintaining the historic fabric of the Robinson Library, collections management and acquisitions of objects and archival materials of Alexandria interest, exhibitions, lectures and children's programming.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

	ACTUAL	APPROVED	PROPOSED	APPROVED
DIVISION: Black History Resource Center	FY 2003	FY 2004	FY 2005	FY 2005
General Fund Expenditures	220,310	236,524	231,649	237,138
FULL-TIME STAFFING	2	2	2	2

## INDICATORS AND MEASURES

OBJECTIVE: [Alexandria Black History Resource Center] To present programs, exhibitions and outreach services that will provide visitors with a historically accurate interpretation of African Americans in Alexandria and the Metropolitan Washington, D.C. community.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of programs, special events and exhibitions*	62	185	220	185	190
Number of participants in special events and programs**	1,856	5,940	4,239	7,100	7,400
Number of visitors to Center	9,369	10,727	7,473	8,200	9,000
Percent of visitors indicating satisfaction with event or program (from a sampling of recorded remarks)	100%	100%	90%	90%	90%

\* The length of time an exhibit is on display at the Center may vary from two weeks to two months, therefore the number of exhibitions is dependent on the length of time an exhibit is on display.

\*\* The number of visitors to the Center is expected to significantly increase in the upcoming years through cooperative efforts with individuals and organizations to increase awareness of the Center and its programs and special events.

The Fort Ward Museum and Historic Site interprets American history of the 1860-1870 period, focusing on the Civil War Defenses of Washington, D.C., Fort Ward as a military site, wartime Alexandria and the experiences of Alexandrians during the Union occupation of the City. As an integral part of its mission, the Museum collects, preserves and interprets historic artifacts relating to the American Civil War and explains the significance of artifacts in the context of exhibitions and study collections. The staff adheres to the professional Code of Ethics developed by the Office of Historic Alexandria, and employs standards established by the American Association of Museums for accredited institutions in the registration, storage, care and exhibition of artifacts in its custody.

To fulfill its mission to the public, the Museum distributes an interactive classroom learning kit and other age-appropriate programs which meet or complement the Virginia Department of Education Standards of Learning; offers lectures, bus tours and tours of Fort Ward that provide adult audiences with opportunities for continued learning; mounts special exhibitions and plans living history programs that offer activities for the whole family; maintains a web site that provides in-depth educational information to the Internet community; preserves and interprets the extant and restored portions of the historic fort through informative signage, brochures, maps and tours; offers site brochures in French, Spanish and German; provides brochures in braille and large print for the sight impaired visitor and a closed-captioned video for the hearing impaired visitor to comply with the ADA; acts as a resource for museum professionals as well as new and emerging sites; maintains the Dorothy C.S. Starr Research

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

Library as a center for the study of the American Civil War and the Defenses of Washington, D.C.; and conducts fund-raising activities to expand its financial base.

	ACTUAL FY 2003	APPROVED FY 2004 /1	PROPOSED FY 2005 /1	APPROVED FY 2005 /1
DIVISION: Fort Ward Museum and Historic Site				
General Fund Expenditures	286,171	292,445	288,548	295,870
FULL-TIME STAFFING	2	2	2	2
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, Fort Ward has a revenue earning goal of \$5,200. Monies earned in excess of this goal will be recommended for reappropriation to the Museum and Historic Site.				

## INDICATORS AND MEASURES

OBJECTIVE: [Fort Ward Museum and Historic Site] To present programs, special events, tours, lectures and exhibitions that will provide visitors with a historically accurate and meaningful interpretation of Fort Ward, the defenses of Washington, D.C., the City of Alexandria and the Civil War in general.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of programs, special events and exhibitions planned	50	55	60	50	50
Number of actual programs, tours, lectures, exhibitions completed	82	89	58	60	60
Number of participants in special events and programs	4,215	4,179	5,326	5,000	5,000

Friendship Firehouse was one of three volunteer fire companies established in 18th-century Alexandria. Historic fire fighting equipment and early engines are displayed in the museum, which is owned by the City and administered through the Office of Historic Alexandria.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Friendship Firehouse				
General Fund Expenditures	21,580	24,732	24,963	25,401
FULL-TIME STAFFING *	0	0	0	0
* This division is staffed by part-time personnel.				

Alexandria Archaeology is dedicated to preserving and studying Alexandria's rich archaeological heritage and fostering within residents and visitors a connection between the past and present while inspiring a sense of stewardship and adventure. The Alexandria Archaeology Museum seeks to discover and bring meaning to the City's buried heritage by:

- uncovering and sharing the past in partnership with hundreds of community volunteers, as well as developers, educators and colleagues in anthropology, history, museums, the arts, travel and recreation;

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

- stimulating thought and awareness from the study of materials and information relating to Alexandria's 10,000 years of human history and its relationships to the world and region;
- finding new sites, information and methods to enrich the knowledge of the wide variety of people who once walked here;
- exploring the common ground of human existence, yet recognizing the unique qualities of individuals and their contributions;
- protecting fragile archaeological materials and landscapes and the ground as precious resources in order that historical integrity is preserved for the future;
- ensuring the significant archaeological resources are preserved in the course of Alexandria's growth and development using contemporary profession standards;
- creating opportunities in which heritage resources can be developed into public amenities in cooperation with new construction;
- maintaining a repository and archive for over two million artifacts and associated records from Alexandria's archaeological sites which meets federal and professional standards;
- managing the collection in perpetuity and conserving vulnerable artifacts to benefit research and education;
- encouraging the public to experience archaeology first-hand in the Museum;
- sparking curiosity, exploration, observation, understanding and appreciation of the archaeological process through public programs;
- expanding access to archaeology through publications, public venues and recreational pursuits;
- instilling through heritage resource research and education a sense of community identity as well as enjoyment and collective ownership of the past for all Alexandrians;
- cultivating the value of scholarship and a preservation ethic;
- providing leadership and training in community archaeology to expand commitment and expertise in the wise use and appreciation of urban resources; and
- promoting Alexandria worldwide as a model city for archaeological research, preservation planning, collections management, public education and heritage tourism.

	ACTUAL FY 2003	APPROVED FY 2004 /1	PROPOSED FY 2005 /1	APPROVED FY 2005 /1
DIVISION: Archaeology				
General Fund Expenditures	429,382	447,897	447,230	460,143
FULL-TIME STAFFING	3	3	3	3
/1 In FY 2004 and FY 2005, through entrepreneurial efforts to reduce the net City share of program expenditures, Archaeology has a revenue earning goal of \$23,000. Monies earned in excess of this goal will be recommended for reappropriation to Archaeology.				

## HISTORIC ALEXANDRIA

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Archaeology] To assess site plans and special use permits for archaeological impact.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of applications reviewed*	80	77	67	80	80
Percent of applicants reporting satisfaction with review service	100%	100%	100%	98%	98%
Number of applications which staff can comprehensively assess with an expanding database	90%	90%	90%	90%	95%

\* The number of applications reviewed is a function of development efforts within the City.

The Torpedo Factory Art Center attracts more than 700,000 visitors annually, houses more than 160 artists, and provides a place for communication about the arts between the artist and the public. In August 1998, the City repurchased the Center from the Alexandria Art Center Associates to ensure the continued use of the facility as a public art center. The City privatized the facility in September 1998, via a lease with the Torpedo Factory Artists' Association. The Artists' Association assumed responsibility for the daily operations of the building and the City assumed responsibility for capital building maintenance.

This lease and privatization plan was designed to be cost neutral. The initial lease term has expired and a new lease (also cost neutral) has been approved by City Council.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Torpedo Factory Art Center				
General Fund Expenditures	52,625	41,820	41,820 *	41,820 *
FULL-TIME STAFFING	0	0	0	0

\* Current expenditures are for the City's share of utilities at the Art Center.

The Archives and Records Management Division provides for the systematic storage, retrieval, preservation and disposition of City records. This function entails arranging for the protection and retention of archival and vital records; developing records systems to assist City agencies and departments in the creation, maintenance and storage of information; and implementing City, State and federal records requirements for the effective management of City records. The program complies with the mandated requirements of the Virginia Public Records Act (42.1-76), the Alexandria City Code (2-16-12), and other State and federal regulations.

The goal of records management is to control both the quantity and quality of an organization's created information, maintain the information in a manner that effectively serves its needs, and efficiently dispose of the information when it is no longer valuable.



## HISTORIC ALEXANDRIA

### DETAIL BY DIVISION

Records management also includes the effective use of electronic records, preservation microfilming, filing system practices, as well as training in current records management practices for all City staff. The goal of the archival management program is to appraise all active City records for potential historical value and arrange, describe, and preserve all previously appraised inactive records. The majority of the City's records are administrative in nature and relate to the daily operations of the City government.

These records are disposed of after their required retention period has passed and proper destruction approval has been attained. A small percentage of the City's records are appraised as having archival value and may be retained permanently for legal, administrative, fiscal, or historical purposes.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Archives and Records Management				
General Fund Expenditures	157,679	177,480	185,432	189,885
FULL-TIME STAFFING	1	1	1	1

### INDICATORS AND MEASURES

OBJECTIVE: [Archives and Records Management] To efficiently dispose of City records.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of disposal notices processed	46	93	50	50	25
Number of cubic feet of records disposed	1,170	1,330	1,000	1,000	1,500
Number of boxes at offsite facility	1,036	1,766	1,766	1,766	1,950

OBJECTIVE: [Archives and Records Management] To efficiently appraise, arrange, describe, and maintain all City records with legal, fiscal, administrative, or historic value to the City.

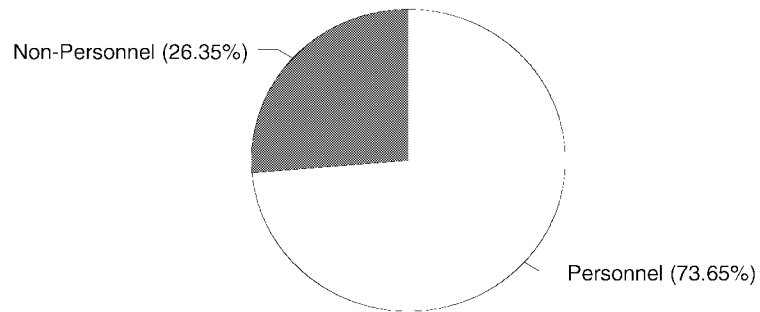
	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of records accessioned (in cubic feet)	1,535	1,248	1,313	1,200	1,300
Permanent records processed (in cubic feet)	127	182	60	125	90
Permanent records accessioned (in cubic feet)	134	145	60	125	90

### WORK SESSION NOTES AND COMMENTS

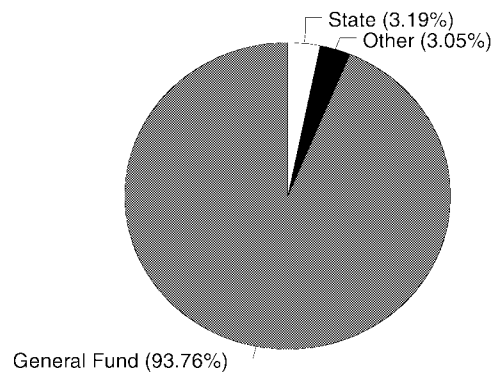
# LIBRARY

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## FY 2005 Approved Expenditures by Type



## FY 2005 Approved Expenditures by Fund



## LIBRARY

5005 Duke Street • Alexandria, VA 22304 • 703.519.5905  
Patrick M. O'Brien, Library Director • pobrien@alexandria.lib.va.us

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** The goal of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information and in-person information services that foster and support an informed and educated community.

### OBJECTIVES:

- To foster and support an informed community through the provision of comprehensive materials, information services and programs.
  - To promote reading by providing materials and programs for children and parents.
  - To provide accurate, timely information to meet the needs of the residents of Alexandria.
  - To maintain and provide talking books for the visually impaired.
- 

#### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	4,018,771	4,251,340	4,549,515	4,688,815
NON-PERSONNEL	1,561,522	1,581,097	1,627,833	1,677,833
CAPITOL GOODS OUTLAY	<u>56,307</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>5,636,600</u>	<u>5,832,437</u>	<u>6,177,348</u>	<u>6,366,648</u>
SPECIAL REVENUES & OTHER SOURCES	<u>495,982</u>	<u>370,142</u>	<u>397,504</u>	<u>397,504</u>
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>495,982</u> *	<u>370,142</u> **	<u>397,504</u> ***	<u>397,504</u> ***
GENERAL FUND	<u>5,140,618</u>	<u>5,462,295</u>	<u>5,779,844</u>	<u>5,969,144</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 9.3%				
FULL-TIME POSITIONS	52	52	54 ****	54 ****

- \* FY 2003 Library Special Revenues included \$179,832 in State Aid, \$194,429 from fines and fees, and \$121,721 from other miscellaneous revenues, such as investment earnings, which are not budgeted with each fiscal year.
- \*\* FY 2004 Library Special Revenues include \$203,159 in State Aid, and \$166,983 from fines and fees.
- \*\*\* FY 2005 Library Special Revenues include \$203,259 in State Aid, and \$194,245 from fines and fees.
- \*\*\*\* Position count increased due to the approved addition of two full-time positions in the renovated and expanded Duncan Library. The renovation and expansion should be completed by mid-FY 2005.
- 

#### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Library reflects an increase of \$317,549, or 5.8 percent, as compared to the Approved FY 2004 General Fund budget.
- Total proposed funding for personnel expenditures in the amount of \$4,549,515 represents an increase of \$298,175, or 7.0 percent, as compared to the Approved FY 2004 budget. The increase is primarily attributable to the cost of employee merit adjustments, the full annual costs of an overall departmental personnel reclassification

## LIBRARY

### City Manager Proposed

approved in FY 2004, and recommended supplemental requests for two full-time positions. These increases are partially offset by the application of a 2.4 percent vacancy factor (\$109,472).

- Total proposed funding for non-personnel expenditures in the amount of \$1,627,833, represents an increase of \$46,736, or 3.0 percent, as compared to the approved FY 2004 General Fund budget. The increase is primarily attributable to an adjustment to the base budget for additional rent, utilities, and moving and storage costs associated with the Duncan Library renovation and expansion (\$34,000); and a recommended supplemental request to restore the departmental materials budget to a level equal to the FY 2004 approved amount (\$40,000). These increases are partially offset by the efficiency reduction in the amount of \$27,361.
- The Information Technology Plan funded in the City's Capital Improvement Program, includes \$250,000 in FY 2005 to entirely replace the Library's automated catalogue and online reference system with a state-of-the-art Library Information Management System. This system will add substantial new features and options for library patrons and library staff.

### City Council Approved

- The Approved FY 2005 General Fund budget for the Library reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.
- City Council approved the addition of \$50,000 in FY 2005 to accelerate the acquisition of materials at the Burke Library via the add/delete process. This acceleration will conclude in FY 2006 with the last additional \$50,000 budget allocation.

### Reductions and Savings

- A vacancy factor of \$109,472, or 2.4 percent, was taken from the personnel budget.
- In lieu of a marginal service-based reduction, the Library increased FY 2005 revenues budgeted for Fines and Fees, by implementing rate increases, which were approved by the Library Board, and implemented in mid-FY 2004. These rate increases are projected to increase Library revenues by \$27,361 for FY 2005.
- Efficiency expenditure reductions totaled \$27,361.

## LIBRARY

### Supplemental Budget Requests

#### Approved

1. Librarian I position at Duncan \$25,107

This supplemental request will fund a Librarian I position for one half year in FY 2005. The position will not be filled until Duncan reopens in January 2005 after its planned renovation and expansion.

2. Library Assistant I position at Duncan \$17,798

This supplemental request will fund a Library Assistant I position for one half year in FY 2005. The position will not be filled until Duncan reopens in January 2005 after its planned renovation and expansion.

3. Restoration of materials funding \$40,000

In order to submit a budget at the recommended guideline, the Library cut its materials budget. This supplemental request will restore the materials budget to the FY 2004 approved level and will help to maintain the patrons' demand for the latest books, magazines, newspapers, CDs, DVDs and more.

#### Not Approved

1. Additional guard duty hours for increased coverage  
at each of the Library's facilities \$52,390

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### DETAIL BY DIVISION

The Alexandria Library, supervised by the Alexandria Library Board which evolved from a 1937 agreement between the City and the Alexandria Library Company, is an educational, user-oriented public service provider. It maintains collections of reading, viewing, and listening materials for on-site use and for home borrowing; maintains and preserves extensive collections of Alexandria and Virginia historical documents; provides information services through a professional staff, access to the Internet, and electronic databases; maintains the web site for 24 hour, seven day a week access to the automated catalog, patron records, and other databases; and provides services to those who are unable to get to a library facility through a variety of outreach services such as deposit collections and home delivery.

The Alexandria Library consists of three divisions: Administration, Technical Services, and Public Services. The Public Services Division has six components: the Kate Waller Barrett Branch; the Local History Branch (formerly the Lloyd House collection) housed separately within the Barrett Branch; the Charles E. Beatley, Jr. Central Library; the Talking Books Service; the Ellen Coolidge Burke Branch; and the James M. Duncan Branch.

## LIBRARY

### DETAIL BY DIVISION

The Administrative Division has responsibility for all operations of the Library and carries out the policies as set forth by the Alexandria Library Board. The Director of Libraries, hired by and reporting to the Alexandria Library Board, is charged with the responsibility of carrying out policies and the successful operation of the Library. He or she acts as the agent for the Alexandria Library Board.

The division is dedicated to providing quality and cost-effective, efficient library services to the City of Alexandria. In planning and implementing programs, the division provides leadership in the rapidly changing area of electronic information and insures continuity in the provision of time-honored, important library services such as books, magazines, newspapers, CD recordings, and other print or electronic media for the informational, educational and recreational needs of library patrons. The division oversees the Library's computer operations and the web site at [www.alexandria.lib.va.us](http://www.alexandria.lib.va.us).

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration				
All Funds Expenditures	881,849	760,490	807,111	831,019
FULL-TIME STAFFING	9	9	9	9

The Public Services Division has responsibility for providing direct service to the public through branches and outreach services. It has five main components:

Charles E. Beatley, Jr. Central Library opened in January 2000. The 60,200 square foot facility, designed by world renowned architect Michael Graves, houses the main reference and circulating collections, the Talking Books Service, the Technical Services Division, and the Administrative Division. The facility houses 170,000 books, 4,000 multimedia items, and more than 20 electronic reference databases, encyclopedias, and indexes; many providing full text periodical and newspaper articles (these services are also accessible at all other public services divisions except Talking Books). The branch manages the Library's outreach program which includes the maintenance of four on-site collections at homes for the elderly (373 visits in FY 2003), delivery to home bound residents (109 patron visits in FY2003), and services to home day-care providers (98 visits with 813 attendees in FY 2003), child care centers (350 visits with 6,731 attendees in FY 2003), and homeless shelters (66 visits with 302 attendees in FY 2003) through the Ready, Set, Grow program.

The Beatley Branch also provides a major community meeting room capable of seating 154 persons and wired to provide cablecasts for official City meetings. This meeting room and a smaller conference room are available free of charge to civic and neighborhood organizations. Fees are charged for non-profit and for-profit organizations and businesses. The branch is open seven days a week all year round.

# LIBRARY

## DETAIL BY DIVISION

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>PUBLIC SERVICES COMPONENT:</u> Beatley				
All Funds Expenditures	2,023,345	2,115,114	2,287,877 *	2,332,833 *
<u>FULL-TIME STAFFING</u>	15	15	16 **	16 **
* FY 2005 funding includes an approved supplemental request (\$40,000) for the restoration of funding for materials. This request was split proportionately between divisions (\$23,040 for Beatley). ** One full-time position was transferred from the Technical Services Division to Beatley Library.				

The Talking Book Service, part of the Public Services Division, is a sub-regional library for the blind and physically handicapped supported in large part by the Library of Virginia and the Library of Congress. It receives, houses, repairs, and circulates, mostly via the mail, recorded books provided from the Library of Congress. Located on the second floor of the Beatley Central Library, the Talking Book Service maintains 40 hours per week walk-in service and provides access to terminals and materials delivery to the main level during the same hours as Beatley Library.

### INDICATORS AND MEASURES

OBJECTIVE: [Talking Books\*] To maintain and provide talking books for the visually impaired.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Registered Patrons	308	441	309	359	369
Talking Book Circulation	5,043	4,557	4,759	4,949	5,147

\* This program is federally mandated.

The Kate Waller Barrett Branch, renovated and expanded to 25,000 square feet in 1995, was reconfigured in early 2000 to house the collections formerly located in the Burke Branch and the historic collections formerly located in the Lloyd House. The Barrett Branch upper level contains the reference, fiction and biography collections and the main level contains the children's collections and the Local History collection. Eight terminals for Internet access are available, on a scheduled basis, on the upper level. The branch serves the basic library needs of residents in the Old Town area and maintains a strong business reference collection to serve the many associations and businesses located nearby. The branch is open seven days a week from Labor Day to Memorial Day, and six days a week the rest of the year.

## LIBRARY

### DETAIL BY DIVISION

<u>PUBLIC SERVICES COMPONENT:</u> Barrett	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	903,256	941,301	986,021 *	1,006,964*
<u>FULL-TIME STAFFING</u>	8	8	8	8
* FY 2005 funding includes an approved supplemental request (\$40,000) for the restoration of funding for materials. This request was split proportionately between divisions (\$5,840 for Barrett).				

The Local History Branch is located in a secure space occupying approximately one third of the main level of the Barrett Branch. This branch offers an outstanding collection of Alexandria and Virginia history in many formats including books, maps, manuscripts, microfilm, reference CDs, and other memorabilia. Parts of this collection are also digitized to be available in electronic formats and be accessible through the Library's web site. At the end of FY 2003, twelve on-line historic exhibits and eighteen indexes were posted on the web site and accessible not only to residents but to viewers throughout the world.

In addition, the Alexandria Library added a major online genealogy service during FY 2003, [www.heritagequestonline.com](http://www.heritagequestonline.com), that permits access to Alexandria Library cardholders from any location they may be on the internet. It is the one purchased online service that is consistently the most frequently used by Library website users. On-line access to all of these resources is available 24 hours a day, seven days a week. Historians and researchers can do much preparatory work prior to visiting the collections.

<u>PUBLIC SERVICES COMPONENT:</u> Local History	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	263,340	274,845	304,160 *	312,235 *
<u>FULL-TIME STAFFING</u>	2	2	2	2
* FY 2005 funding includes an approved supplemental request (\$40,000) for the restoration of funding for materials. This request was split proportionately between divisions (\$1,040 for Local History).				

The Duncan Branch is a small full service facility located in the Del Ray area serving the multi-ethnic Potomac West neighborhood and the new Potomac Yard development. The branch places some special emphasis on service to the Hispanic community through subscriptions to popular Spanish language magazines. The large population of children in the Duncan service area enjoyed 219 programs in FY 2003 with a total of 6,077 attendees.

The Duncan Branch will be closed for approximately six months for scheduled renovations and expansion. During this time, staff will be deployed to other library branches and the Technical Service Division to assist with processing of materials. The Library will have a rented location with limited services available during this time.



## LIBRARY

### DETAIL BY DIVISION

<u>PUBLIC SERVICES COMPONENT:</u> Duncan	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	585,784	609,142	711,890 *	727,628 *
<u>FULL-TIME STAFFING</u>	5	5	7 *	7 *
* FY 2005 funding includes an approved supplemental request (\$40,000) for the restoration of funding for materials. This request was spilt proportionately between divisions (\$6,760 for Duncan); and two full-time positions for one half year at the renovated and expanded Duncan Library (\$42,905).				

The *Ellen Coolidge Burke Branch Library*, re-opened in March 2002 and was officially dedicated on April 20, 2002. It is a shared use facility with library operations on the upper level and Alexandria City Public Schools' offices on the lower level. Complete branch library services are provided, including access to computers, Internet services and conventional library materials for children and adults. It also provides reference materials, a community meeting space, and cooperative programs with Alexandria City Public Schools. In approving the Burke Branch's reopening, City Council requested an evaluation after this branch was fully operational. The evaluation will be completed and provided to City Council as a Budget Memorandum during the FY 2005 budget consideration process.

<u>PUBLIC SERVICES COMPONENT:</u> Burke	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
All Funds Expenditures	480,411	552,299	559,593 *	620,919 *
<u>FULL-TIME STAFFING</u>	5	5	5	5
* FY 2005 funding includes an approved supplemental request (\$40,000) for the restoration of funding for materials. This request was spilt proportionately between divisions (\$3,320 for Burke). City Council also added \$50,000 to accelerate the acquisition of materials for the Burke Library through the add/delete process.				

# LIBRARY

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [System Wide] To foster and support an informed citizenry through the provision of comprehensive materials, information services and programs.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005 /1
Total circulation per year	875,814	987,450	1,044,868	1,120,500	1,265,850
Circulation per patron	1.3	1.3	1.3	1.3	1.4
Circulation per capita	6.8	7.7	8.1	8.3	9.2
Patron visits	668,457	755,281	833,835	854,680	879,978
Patron visits per capita*	5.2	5.9	6.5	6.3	6.4
Collection turnover**	1.9	1.9	2.0	2.0	2.1
Materials	453,103	509,288	528,309	562,327	601,000
Materials per capita*	3.5	4.0	4.1	4.2	4.4
In-house use***	291,938	329,150	348,289	373,500	415,950
Registered Borrowers	106,872	119,661	126,815	133,447	143,826

/1 The Duncan Branch will be closed for approximately six months for scheduled renovations.

\* Patron visits per capita and materials per capita are based on total estimated City population. Population estimated at 135,500 for FY 2004 and 137,600 for FY 2005.

\*\* Average number of times per year books are checked out.

\*\*\* Number of books used while patrons are in the library.

The Technical Services Division is responsible for the acquisition, cataloging and processing of all library materials, both print and non-print. Utilizing automated ordering, searching internationally generated bibliographic records, and cataloging unique items, the division processes 20,000 new individual titles annually, most in multiple copies.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Technical Services				
All Funds Expenditures	498,615	579,246	520,696 *	535,050 *
FULL-TIME STAFFING	8	8	7 *	7 *
* One full-time position was transferred to Beatley Library from the Technical Services Division.				

# LIBRARY

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Children Services (Ages Birth to 14)] To promote reading by providing materials and programs for children and parents.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected * FY 2005
Number of children's programs	1,187	1,354	1,510	1,558	1,525
Attendance at children's programs	17,093	19,045	31,054	31,070	31,378
Juvenile patron cards	12,823	14,274	15,087	15,388	15,696
Juvenile circulation	224,883	253,081	348,289	355,255	353,301
Circulation per Juvenile card	17.5	17.7	23.1	23.1	22.5

\* The Duncan Branch will be closed for approximately six months for scheduled renovations and expansion. During this time, staff will be deployed to other library branches and the Technical Services Division to assist with processing of materials.

OBJECTIVE: [Reference, Electronic Information and Education Services] To provide accurate, timely information to meet the needs of the citizens of Alexandria.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total reference queries*	n/a	n/a	580,650	619,554	651,185
Branch number of total reference questions: *					
Barrett	n/a	n/a	81,291	86,737	91,166
Beatley	n/a	n/a	342,583	365,537	384,200
Burke	n/a	n/a	104,517	111,520	117,213
Duncan	n/a	n/a	23,226	24,782	26,047
Local History	n/a	n/a	29,032	30,978	32,559
Electronic Information Searches**	73,299	65,073	56,207	57,595	59,018
Web Site Visits	115,877	166,404	228,683	274,430	281,208
Web Site Pages Used ***	n/a	715,906	861,944	1,015,391	1,040,419

\* New measure begun in FY 2003. Data not available prior to that time.

\*\* Decrease begun in FY 2002 was due to City's firewall blocking patron access to some of the Library's electronic services.

\*\*\* New measure in FY 2002.

## WORK SESSION NOTES AND COMMENTS

# OTHER RECREATION ACTIVITIES

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## OTHER RECREATION ACTIVITIES

**PROGRAM DESCRIPTION:** This category summarizes the City's operating contributions to organizations that provide recreational and cultural activities for the citizens of Alexandria.

The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional agency established to provide a system of regional parks in Northern Virginia. The Authority strives to offer regionally significant parks, open space and recreational opportunities, and facilities not provided by the local park and recreation departments. During FY 2005, the Authority will operate 19 regional parks and administer extensive regional historic and conservation properties throughout Northern Virginia. In addition to over 10,000 acres of parkland, the NVRPA parks and facilities offer recreational opportunities such as golf courses, including 18-hole, miniature and disc golf; pools; campsites; marinas, including facilities for sailing, rowing, sculling, canoeing and kayaking; a shooting center for archery, skeet and trap shooting; nature trails and preserves; a conference center; and historical sites. These parks and facilities provide recreational opportunities to more than five million visitors each year. Approximately 20 percent of the Authority's operating budget is supported by member jurisdictions, with the balance financed through user fees collected at the Authority's facilities.

In Alexandria, the Northern Virginia Regional Park Authority operates two facilities, the Carlyle House and the Cameron Run Regional Park. The Carlyle House is a museum operated from an historic home located on Fairfax Street in Old Town. The Cameron Run Regional Park is a facility with a large wave pool, giant water slide, playground and miniature golf course located in the Eisenhower Valley.

The City's contribution to the Northern Virginia Regional Park Authority is based on its proportionate share of the total population of the participating jurisdictions, which include Arlington County, Fairfax City, Fairfax County, Falls Church City, and Loudoun County.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0	0	0
NON-PERSONNEL	222,433	232,220	236,898	236,898
CAPITAL GOODS OUTLAY	0	0	0	0
TOTAL EXPENDITURES	<u>222,433</u>	<u>232,220</u>	<u>236,898</u>	<u>236,898</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	0	0	0	0
TOTAL SPECIAL REVENUES AND OTHER SOURCES	0	0	0	0
GENERAL FUND	<u>222,433</u>	<u>232,220</u>	<u>236,898</u>	<u>236,898</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 2.0%

## OTHER RECREATION ACTIVITIES

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for Other Recreation Activities reflects an increase of \$4,678, or 2.0 percent, as compared to the Approved FY 2004 General Fund budget.
- The Proposed budget includes full funding of the City's operating contribution to the Northern Virginia Regional Park Authority.
- In addition to the operating contribution, the City provides funding for Alexandria's proportionate share of the Authority's capital budget. For more information on the City's capital contribution to the Authority, please refer to the FY 2005 - FY 2010 Capital Improvement Program document.

### City Council Approved

- City Council approved this budget as proposed by the City Manager with no specific additions or deletions.

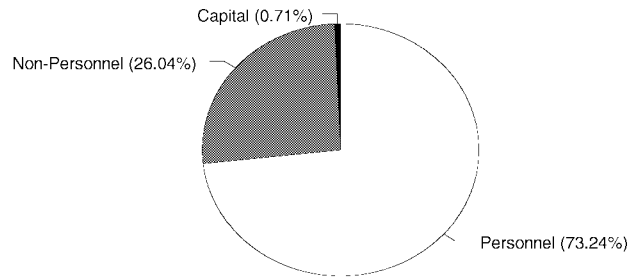
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## WORK SESSION NOTES AND COMMENTS

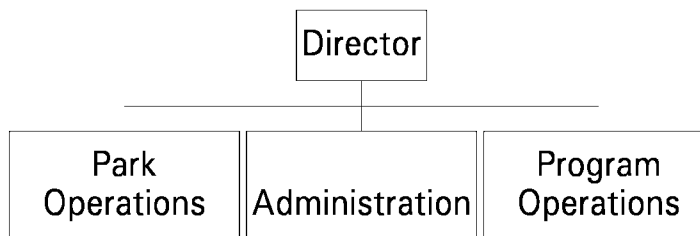
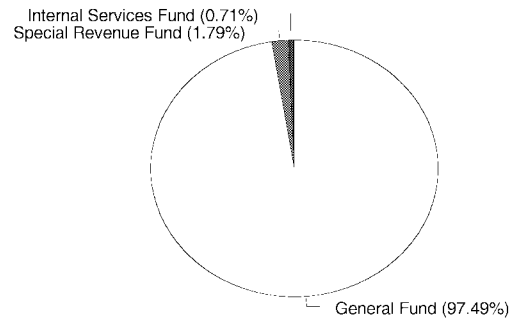
# RECREATION, PARKS AND CULTURAL ACTIVITIES

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**FY 2005 Approved Expenditures by Type**



**FY 2005 Approved Expenditures by Fund**



## RECREATION, PARKS AND CULTURAL ACTIVITIES

1108 Jefferson Street • Alexandria, VA 22314 • 703.838.4842  
Kirk Kincannon, Director • kirk.kincannon@alexandriava.gov

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide high quality park facilities and a wide range of recreation programs and cultural activities for persons of different ages, skill levels, interests, social needs and financial resources.

### OBJECTIVES:

- To sponsor and hold special and cultural events that include holiday themes, ethnic festivals, concerts and the City's and Nation's Birthday Celebration;
  - To provide 23 recreation programs for residents with mental and/or emotional disabilities and to provide referral assistance to persons with disabilities;
  - To provide competition, sports and fitness programs (including volleyball, softball, basketball and soccer) for adult residents of Alexandria;
  - To provide sports programs (football, basketball, baseball, softball and tennis) for the City's youth through individual and team competition in regular and instructional leagues;
  - To operate recreation centers and playgrounds for 20 City neighborhoods;
  - To operate programs and activities, including classes, swimming, racquetball and other facilities; and
  - To inspect and maintain City-owned parkland, athletic fields and nature trails.
- 

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	10,812,791	11,755,205	12,258,483	12,652,637
NON-PERSONNEL	4,093,631	4,080,639	4,383,888	4,498,888
CAPITAL GOODS OUTLAY	<u>402,185</u>	<u>87,000</u>	<u>123,000</u>	<u>123,000</u>
TOTAL EXPENDITURES	<u>15,308,607</u>	<u>15,922,844</u>	<u>16,765,371</u>	<u>17,274,525</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	150,347	155,118	309,775	309,775
INTERNAL SERVICES FUND	<u>396,874</u>	<u>87,000</u>	<u>123,000</u>	<u>123,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>547,221</u>	<u>242,118</u>	<u>432,775</u>	<u>432,775</u>
GENERAL FUND	<u>14,761,386</u>	<u>15,680,726</u>	<u>16,332,596</u>	<u>16,841,750</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 7.4%

FULL-TIME POSITIONS	128	128	132 *	133 *
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\* The FY 2005 budget reflects approved supplemental funding for a full time Naturalist at the expanded Buddie Ford Nature Center, a full-time Center Director and a full time custodian at the expanded Durant Center, and a full-time clerical position in the Administration Division. As part of the add/delete process, City Council approved an Open Space Coordinator position, which will be funded through the Open Space Fund.

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for the Department of Recreation, Parks and Cultural Activities reflects an increase of \$651,870, or 4.2 percent, as compared to the Approved FY 2004 General Fund budget.



## RECREATION, PARKS AND CULTURAL ACTIVITIES

### City Manager Proposed

- The increase in personnel costs of \$503,278, or 4.3 percent, is attributed to the cost of employee merit adjustments and the additional salary and benefits costs (\$282,870) for recommended new full time positions at the expanded Buddie Ford Nature Center and the expanded Durant Center. Without these new positions, the personnel costs increased by 1.9 percent compared to last year as a result of employee merit adjustments. Personnel increases were offset by \$37,500 in expenditure reductions.
- The non-personnel increase of \$303,249, or 7.4 percent, compared to FY 2004 is attributed to \$214,325 in recommended supplemental funding, an increase of \$142,447 in a special revenue fund-supported grant program to provide after school snacks for at-risk children, and an increase of \$25,355 for maintenance of the new Gateway Initiative Program by Council in February 2004. These increases were offset by a decrease of \$80,300 in expenditure reductions.

### City Council Approved

- The approved FY 2005 General Fund budget for the Recreation Department reflects all City-wide compensation adjustments for cost of living, health insurance and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.
- City Council approved the addition of \$65,000 to increase tree maintenance, \$25,000 to increase Gateway landscaping and maintenance, and \$25,000 in additional funding for the Alexandria Commission for the Arts via the add/delete process. In addition, City Council added an Open Space Coordinator position (\$75,000), which will be funded out of the Open Space Account in the City's Capital Improvement Program (CIP).

### Reductions and Savings

- A vacancy factor of \$134,399, or 1.1 percent, was taken from the personnel budget.
- Efficiency-based reduction options totaled \$64,000.
- Marginal service-based reduction options totaled \$53,800, including \$25,200 to reduce Center hours throughout the City to reflect lower usage on weekends and in the summer; \$2,000 to reduce the days the outdoor pools are open during the week prior to Labor Day; \$1,500 to discontinue Monday Night Adult Basketball at MacArthur; \$8,800 to reduce Chinguapin garden maintenance; \$8,800 to reduce Fall baseball field preparation; and \$7,500 to eliminate doggy disposal bags at current sites.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### Supplemental Budget Requests

#### Approved

1. Expanded Operations at Buddie Ford Nature Center \$119,094

Partial supplemental funding is approved for expanded operations at the renovated and expanded Buddie Ford Nature Center. Increased staffing is needed to plan and conduct programs, camps and classes and to supervise the activity rooms and manage the facility. Non-personnel funds are requested for annual operating expenses, such as program supplies, animals and their care, exhibits and building maintenance.

2. Expanded Operations at Durant Center \$118,000

Partial supplemental funding is approved for expanded operations at the newly renovated and expanded Durant Center. Additional staff is needed to supervise, monitor and maintain the facility and to enable the department to maximize weekend rentals.

3. Contract tree maintenance \$130,000

Partial supplemental funding is approved to increase the contract for tree maintenance to improve the health, safety and appearance of the City's trees.

4. Recreation Institute and Administrative Support \$95,101

Supplemental funding is approved to implement a training institute primarily to improve Recreation staff knowledge, skills and abilities. The goals will be geared toward staff motivation, understanding of the field and the concepts of recreation, and increasing specific skills and knowledge related to their jobs. Also, part of this initiative will provide needed clerical support for the Department.

5. Contract funds for mowing \$10,000

Partial supplemental funding is approved to increase contractor services for mowing to accommodate new and additional City mowing sites and to expand the contractor mowing areas to include small park sites and all City medians.

6. Forestry Plan Study \$25,000

Supplemental funding is approved for a study of the City's trees and to develop an urban forestry plan.

7. Gateway Initiative Landscape Program \$25,000

This supplemental will fund materials, bed preparation, installation and maintenance of the portals at 15 major entrances to the City to improve the appearance of the City's entryways.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### Not Approved

1.	Increase staff for after school program at Mt. Vernon	\$32,460
2.	Additional non-personnel funds for Buddie Ford Nature Center	\$8,620
3.	Additional funds for Durant Recreation Center	\$68,526
4.	Funding for computer lab supplies and maintenance	\$39,000
5.	Arborist	\$59,638
6.	Additional staff for after school program at John Adams	\$33,332

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### DEPARTMENT DETAIL

The Department of Recreation, Parks and Cultural Activities provides a diverse selection of programs and services through the use of City staff, volunteers and private contractors. The scope of the department's programs and services addresses the needs of a broad range of residents, from infants to senior citizens and persons with special needs, and offers activities such as performing arts, adult and youth sports, licensed day care programs, special and cultural events, and a variety of leisure classes. In addition, the department manages 10 recreation centers, including Chinquapin Center, which features an indoor, 25-meter swimming pool. The department also performs tree and rights-of-way maintenance; maintains all ballfields, parks and flower beds in the City; and conducts park planning and design.

Approximately 5,000 volunteer positions in various recreation programs are an integral part of the department. These volunteers provide services at a projected cost savings of approximately \$2.5 million in FY 2004. In addition, the department benefits from the expertise of the private sector by contracting for a wide variety of services, including class instruction, grounds maintenance and sports officiating.

The Department of Recreation, Parks and Cultural Activities contains three functional groups that represent its major program areas. They are Administration, Program Operations, and Parks, Natural Resources and Capital Projects.

The Administration division provides long term planning and to manage all departmental finance, budgetary, personnel, and information technology operations. The group's activities include strategic planning, development and execution of the department's budget; financial management of the department's revenue and over 1,000 vendor and supplier accounts; general contract oversight and cooperation with the department's outside contractors; coordination of personnel actions including hiring, recruitment, and payroll processing for approximately 500 full-time, part-time, and seasonal positions; and information technology planning and system maintenance. In addition, the division provides general administrative support to the department's operational units and completes a variety of special projects assigned by the Department Director.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	1,546,900	1,783,836	1,950,613	1,993,027
<u>FULL-TIME STAFFING</u>	15	15	16	16 *
* Includes an approved supplemental request for an additional clerical position to provide administrative support and assist with the Recreation Institute.				

The Program Operations division provides quality programs for residents of all ages, skill levels, special interests, and economic backgrounds. Program Operations staff are responsible for the operation of recreation centers, playgrounds, camps, athletic programs, therapeutic recreation programs, senior programs, special events, park rentals, cultural arts programs, and the Alexandria Commission for the Arts. The Lee Center has a variety of meeting rooms available for use by community groups and organizations, including rehearsal rooms, an auditorium for choral, dance, and theatrical groups, and an exhibit hall frequently used for weddings, receptions, family reunions and other special events.

The Senior Programs staff coordinate a variety of City-wide social programs, classes and special events for residents aged 55 and older. Staff serve as liaison to the Commission on Aging, the Senior Recreation Advisory Group, the Northern Virginia Senior Olympic Committee, and other groups representing seniors. Programs available for seniors include bicycling, golf, dance, book clubs, film series, and other specialty programs. Senior programming is featured at the Charles Houston, Mount Vernon, Cora Kelly, William Ramsay, and Nannie J. Lee Memorial Recreation Centers.

The Therapeutic Recreation staff coordinate a wide variety of therapeutic recreation programs and activities for individuals with mental, physical, and/or emotional disabilities who are not directly served by the department's general recreation programs. Therapeutic Recreation staff also provide information and referral assistance to individuals with special needs that want to be included in general recreation programs.

The Special Events staff coordinate activities and events, including ethnic festivals, the USA/Alexandria Birthday Celebration, concerts, trips, and holiday activities. These activities are conducted on a City-wide basis and are designed for families, youth, and adults. In addition, staff coordinates logistical support for community activities, including picnic reservations. The Alexandria Commission for the Arts staff serves as the liaison for the City to the Commission, whose mission is to support and stimulate the arts in the City and to make the arts available to all residents. The Commission carries out this mission, in part, through its annual grant program, which awards City and State funds to arts organizations and individual artists.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

The Adult Sports staff coordinate a variety of women's, men's, and coed sport leagues and speciality tournaments. Sport leagues include soccer, softball, volleyball, and basketball.

<u>DIVISION:</u> Program Operations*	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	7,974,488	8,267,882	8,517,611	8,749,573
FULL-TIME STAFFING**	50	54	56	56
<p>* Beginning with the FY 2005 Approved document, Program Operations have been combined into one division, including all Recreation Centers and the Adult and Therapeutic Program.</p> <p>** Staffing at each center changes throughout the year based on demand. The increase in FY 2005 is the result of approved supplemental funding for a Center Director and a custodian at the expanded Durant Center.</p>				

### INDICATORS AND MEASURES

OBJECTIVE: [Program Operations - Cultural Activities] To sponsor and hold special and cultural events that include holiday themes, ethnic festivals, concerts and the City's and Nation's Birthday Celebration.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of special events held	120	106	108	108	115
Average attendance per event	695	650	900	900	900
Total revenue generated from all special events	\$10,135	\$10,300	\$46,348	\$40,300	\$40,600

OBJECTIVE: [Program Operations - Therapeutic Activities] To provide 23 recreation programs for citizens with mental and/or emotional disabilities and to provide referral assistance to persons with disabilities. \*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total number of registrations for all programs	237	326	365	350	350
Percent of registration goal met	100 %	100 %	100 %	100 %	100 %

\* Data have been revised from previously published documents.

### INDICATORS AND MEASURES

OBJECTIVE: [Program Operations - Adult Sports] To provide competition, sports and fitness programs (including volleyball, softball, basketball and soccer) for adult citizens of Alexandria.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of games for men	685	813	619 *	1,000	1,000
Number of games for women	74	99	65 *	100	100
Number of coed games	1,166	1,181	936 *	1,200	1,200
Registration - men	1,485	1,508	1,651	2,000	1,750
Registration - women	170	80	250	200	200
Registration - coed	5,096	4,755	4,531	5,000	5,000

\* Reduction in the number of games played are a result of game cancellations due to extreme weather conditions.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DEPARTMENT DETAIL

The Centers and Playgrounds staff operate eight full-time recreation centers, five after-school centers, summer playgrounds and organizes leagues and other sports activities for young people throughout the City. Most activities are free and include trips, dances, special interest programs, sports, crafts, ping pong, air hockey, billiards and table games. The summer playground program operates at various locations throughout the City, during which time the federally funded summer lunch program is administered. There is an additional emphasis on programs for teens and seniors. Division staff continue to survey the interest of participants at all recreation centers in order to provide for the recreational needs of residents who are 55 years of age or older and for teens grades 6 through 12. Staff also coordinates several City-wide programs each year, such as the Cheerleading Exhibition and Competition, a track meet and the Drama Festival.

Staff also coordinate the programs and services provided by the Virginia Cooperative Extension program, a program operated under a State and local cooperative agreement. The program provides after school community clubs, such as 4-H, the Power-Up program at George Washington Middle School, summer camp opportunities, family and consumer programs, and the Master Gardener horticultural program.

Youth Sports staff organize leagues and other sports activities. Youth activities include football, basketball, baseball (including T-ball and coach pitch), softball and tennis. To enhance program offerings, staff recruit, select, and train volunteer coaches for all Youth Sports programs. The training and certification program that is administered to all volunteer coaches is a nationally accredited program designed to improve the volunteers' ability to instruct youth team members. The Youth Sports section works through the National Junior Tennis League (NJTL), Alexandria Little League (ALL), and Alexandria Soccer Association (ASA) to provide youth, ages eight to 18, with an opportunity to participate in organized tennis, soccer and baseball. In addition, a youth sports advisory board has been formed to advise staff on issues pertaining to youth sports.

The Youth Sports section has expanded its programming efforts to include more recreation activities for teens at the neighborhood recreation centers. On-going centers based programs are offered on a regular basis to enable teens to interact with their peers in a positive and well supervised environment.

For the tenth consecutive year, staff has provided a dance program for City youth in conjunction with the Alexandria Commission for the Arts, the John F. Kennedy Center for the Performing Arts, and the Dance Theater of Harlem. The Dance Theater of Harlem presented a free performance and also conducted open auditions at the Nannie J. Lee Memorial Center, selecting 26 youth to participate in master classes for eight weeks, with advanced students receiving additional training.

Chinquapin Park Recreation Center houses Alexandria's only indoor pool as well as racquetball courts, a fitness room, and meeting rooms. Revenue producing programs include a variety of classes for all ages, such as exercise, dance, sports, swim teams and diving clubs, sports and health clinics, and various special events, including the annual All Night High School Graduation Party. City-wide summer camps are also offered through Chinquapin. The center

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

is open seven days a week, and is available to residents for after hours rentals. Chinguapin staff also oversee the two large outdoor pools in the City and the four smaller outdoor neighborhood pools.

#### INDICATORS AND MEASURES

OBJECTIVE: [Centers, Playgrounds and Youth Sports] To provide sports programs (football, basketball, baseball, softball and tennis) for the City's youth through individual and team competition in regular and instructional leagues.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of games	1,297	1,310	1,420	1,450	1,450
Registration	3,000	3,658	4,307	3,800	4,400

OBJECTIVE: [Centers, Playgrounds and Youth Sports] To operate recreation centers and playgrounds for 20 City neighborhoods.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total attendance at all centers and playgrounds*	530,000	618,464	578,184	603,000	603,000
Program registrations, all locations	13,592	13,507	13,802	13,800	13,800
Number of structured programs offered	15,900	17,365	20,437	20,500	20,500
Revenues - Centers (vending, fees, donations)	\$28,777	\$29,272	\$34,680	\$36,400	\$38,200
Revenues - Youth Sports	\$33,600	\$33,581	\$46,050	\$46,200	\$46,400

\* Due to the high number of neighborhoods served, changes in participant numbers may fluctuate by approximately 30,000 to 40,000 per year.

OBJECTIVE: [Centers, Playgrounds and Youth Sports - Chinguapin] To operate programs and activities at the Chinguapin Recreation Center, including classes, swimming, racquetball and other facilities.\*

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total operating costs of center	\$1,513,618	\$1,670,851	\$1,443,219	\$1,512,000	\$1,543,000
Revenues from user charges	\$1,119,600	\$1,206,915	\$1,039,220	\$1,100,000	\$1,100,000
Revenue/operating costs ratio	74 %	72 %	72 %	73 %	71 %

\* Data have been revised from previously published documents.

The Parks, Natural Resources and Capital Projects Division is responsible for providing safe, well-maintained parks, outdoor recreation facilities and open space, and is responsible for the repairing and maintaining park areas, equipment and facilities; implementing the department's occupational safety and risk management program; making capital improvements; planning and designing parks; plus conducting horticulturalist, arborist, and naturalist activities.

Park Ground Maintenance staff provide the backbone for logistical and setup support for 90 Department/City sponsored special events and festivals as well as 450 park/pavilion rentals yearly. The maintenance section also provides the logistical support for events and programs conducted by the Department at 10 recreation centers, twelve summer playgrounds and five after school sites provided by the Department. Within this section lies the responsibility for maintenance, care and daily preparation duties of 50 athletic fields used by the City's youth,

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

high school, and adult sports leagues, throughout 10 months of the year. In addition to events, programs and athletic fields, this section is charged with the care and maintenance of 127 parks, 17 dog parks, 45 playgrounds, 29 basketball courts, 39 tennis courts, 14 picnic shelters, 20 miles of multi-use trails, the City skate park and limited maintenance and care duties of the 16 gymnasiums used by the Department. In conjunction with the Alexandria Sheriff's Office, maintenance staff supervise inmate work crews and individuals sentenced to community service on weekends as a cost effective approach to maintaining City parks.

Park Facilities Maintenance staff are responsible for maintaining field and park irrigation systems and approximately 400 trail lights, 23 athletic field lighting systems, including 13 ballfields and 10 tennis/basketball court lighting systems. This section is responsible for all park entrance signage and coordination of repairs to park restrooms and water fountains.

Park Administration staff are responsible for managing the functions, budget and coordination of daily operations for all sections of the Department's Parks, Natural Resources and Capital Projects Division, including supervision of 115 full-time, part-time and seasonal staff and ensuring compliance with FLSA, OSHA, and the department's occupational safety and risk management program. Staff also work with civic groups and community organizations through the Adopt-a-Park, Adopt-a-Garden and Litter Grant Programs. Park Administration staff work jointly with the Department's Administration Division to prepare and submit all

Capital-related budgets, including the departmental Capital Improvement Program submission. Included in Park Administration are the staff responsible for vehicle and equipment maintenance for the department. The Equipment and Maintenance Section is charged with ensuring that all preventative maintenance to equipment or repair work is performed in a timely manner. This section coordinates preventative maintenance and repairs for 49 Department vehicles and 142 pieces of maintenance equipment. The City's Marina operates year round, offering 40 slips for yearly leasing and 23 slips for short term use. Staff are also responsible for maintenance and trash removal along the City's waterfront.

The Department's Naturalist oversees the operation of the Jerome "Buddie" Ford Nature Center and the adjacent 50 acre Dora Kelley Nature Park. The Center provides educational, nature-based programs for youth, teens and adults as well as a popular summer camp for kids. The nature park contains a variety of natural habitats, including a marsh, an oak and hickory forest, a wildflower area and a stream.



## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Park Operations				
General Fund Expenditures	5,239,998	5,629,008	5,864,372	6,099,150
FULL-TIME STAFFING*	63	59	60	61
* Staffing at each park changes throughout the year based on demand. The increase in FY 2005 is the result of approved supplemental funding for one full-time Naturalist at the expanded Buddie Ford Nature Center, and a new Open Space Coordinator position approved through the add/delete process that will be funded through the Open Space Fund.				

### INDICATORS AND MEASURES

OBJECTIVE: [Park Operations] To inspect and maintain City-owned parkland, athletic fields and nature trails\*

	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of acres maintained	809	809	809

\* There are 964 acres of parkland and open space in the City, of which 809 is City-owned. Maintenance includes mowing and trimming of parkland, clearing and cleaning of nature trails and inspection and cleaning of natural habitats and wooded areas.

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### WORK SESSION NOTES AND COMMENTS

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### Addendum Table 1

#### Alexandria Commission for the Arts City General Fund Contribution

The table below shows the City's General Fund contributions to the Arts Commission. The City provides support for the Commission through in-kind staff support, funding for supplies and other operating expenditures, and a contribution for the Arts Program.

	FY 2003 Actual	FY 2004 Approved	FY 2005 Approved
Personnel	\$68,541	\$71,729	\$73,299
Non-Personnel	\$19,517	\$17,847	\$35,847 <sup>/1</sup>
Arts Grants	<u>\$174,937</u>	<u>\$209,937</u>	<u>\$209,937</u>
Total	\$262,995	\$299,513	\$319,083

/1 - As part of the expenditure reductions, the Commission for the Arts newsletter will be included as a pull-out in the Park and Recreation brochure, reducing printing and binding by \$7,000.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

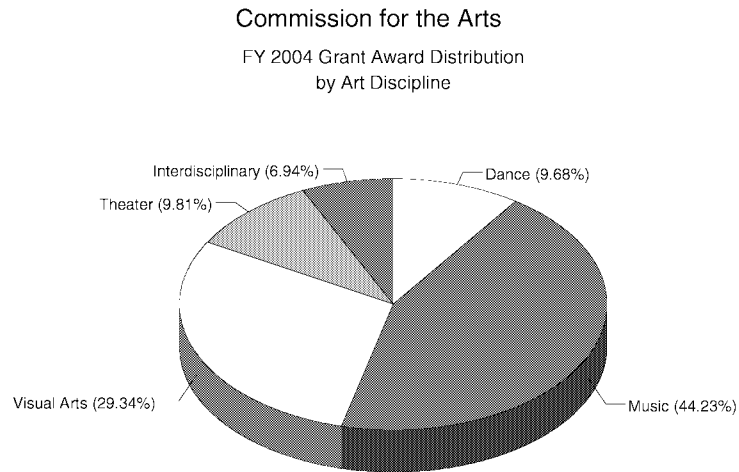
Addendum Table 2  
Alexandria Commission for the Arts  
FY 2004 Grant Awards to date

Alexandria Choral Society	\$13,750
Alexandria Harmonizers	\$13,750
Alexandria Performing Arts Association	\$7,520
Alexandria Singers	\$11,000
Alexandria Symphony Orchestra	\$13,000
Choreographers Collaboration Project	\$641
Del Ray Artisans	\$6,500
Eco Voce	\$2,400
First Night Alexandria	\$13,000
Friends of the Torpedo Factory Art Center	\$13,000
Jane Franklin Dance Company	\$3,500
Kathy Harty Gray Dance Theatre	\$9,476
Marisella Veiga	\$1,500
MetroStage	\$11,000
Mount Vernon Chamber Orchestra	\$14,000
National Rehabilitation and Rediscovery Foundation	\$5,600
Northern Virginia Fine Arts Association	\$11,000
Northern Virginia Youth Symphony	\$3,000
Port City Playhouse	\$4,000
Retired Seniors Volunteer Program	\$500
Shakespeare in the Parque	\$2,500
Springwater Fiber Workshop	\$13,750
Tapestry Theatre Company	\$3,000
The Art League	\$15,350
The Company of Sisters	\$1,200
Virginia Opera	\$10,000
Virginia Scottish Games	<u>\$5,000</u>
Total FY2004 Grants*	\$208,937

\* Includes \$5,000 in local government challenge grant funds and \$203,937 in City General Fund monies

Source: Recreation Department Commission for the Arts staff

## RECREATION, PARKS AND CULTURAL ACTIVITIES



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Addendum Table 3  
Public Recreation Statistics

Acreage . . . . .	964
Facilities:	
Playground . . . . .	45
Gymnasiums . . . . .	16
Swimming Pools . . . . .	7
Basketball Courts . . . . .	25
Tennis Courts . . . . .	39
Playing Fields . . . . .	56

Source: Department of Recreation, Parks and Cultural Activities, October 2003

# TRANSIT SUBSIDIES

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## TRANSIT SUBSIDIES

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	<u>8,522,677</u>	<u>9,029,451</u>	<u>10,259,461</u>	<u>10,408,321</u>
TOTAL EXPENDITURES	<u>8,522,677</u>	<u>9,029,451</u>	<u>10,259,461</u>	<u>10,408,321</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>8,522,677</u>	<u>9,029,451</u>	<u>10,259,461</u>	<u>10,408,321</u>

PERCENT CHANGE GENERAL FUND -FY 2004 TO FY 2005 APPROVED 15.3%

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### City Manager Proposed

- The Proposed FY 2005 General Fund budget for Transit Subsidies represents an increase of \$1,230,010, or 13.6 percent, as compared to the Approved FY 2004 General Fund budget. The overall subsidy amount includes the following components:
- The City's share of Washington Metropolitan Area Transit Authority (WMATA) bus, rail, and paratransit operating costs of \$16,153,647 is to be funded by \$10,800,000 in state aid and \$1,924,830 in gas tax revenues, resulting in a General Fund subsidy of \$3,428,817. The General Fund subsidy amount represents a \$512,446, or 17.6 percent, increase as compared to the Approved FY 2004 General Fund budget of \$2,916,371. The increase is due to WMATA growth out-pacing the growth in State transit revenues, as well as there being no audit adjustment credit in FY 2005 as there was in FY 2004.
- The Proposed FY 2005 DASH operating budget of \$7,449,860 is to be funded by \$1,850,000 in operating revenue, resulting in a General Fund subsidy of \$5,599,860. The General Fund subsidy amount represents an increase of \$429,860, or 8.3 percent, as compared to the Approved FY 2004 budget of \$5,170,000. FY 2005 Proposed DASH operating expenses include a \$125,000 approved supplemental funding increase for an additional bus on the AT7 route.
- There is no planned increase in DASH fares for FY 2005, and as a result, the City's subsidy of operating costs increases from 74.0 percent to 75.5 percent.
- The City's Capital Improvement Program (CIP) includes:

## TRANSIT SUBSIDIES

### City Manager Proposed

- \$4.7 million in FY 2005 as the City's share of WMATA capital improvements.
- \$1.2 million in FY 2005 for four replacement DASH buses.
- \$4.4 million in State Urban Funds and \$0.5 million from DASH retained earnings in FY 2005 as the next phase of providing \$23.3 million in overall funding to construct a new DASH facility. State approval of this project and funding plan is pending.
- The Proposed FY 2005 General Fund DOT Paratransit budget of \$1,133,052 represents an increase of \$283,052, or 33.3 percent, as compared to the Approved FY 2004 budget of \$850,000. The increase is due to the rising cost of contractual services and increased ridership.
- The Proposed FY 2005 Virginia Railway Express (VRE) General Fund subsidy of \$97,732 represents an increase of \$4,652, or 5.0 percent, from the Approved FY 2004 budget of \$93,080.

### City Council Approved

- The Approved FY 2005 General Fund Transit Subsidies budget reflects a two percent cost of living adjustment for DASH employees consistent with that of City employees.
- City Council approved the addition of \$48,000 to fund the City's share of an anticipated increase in the FY 2005 WMATA local operating budget subsidy.

### Reductions and Savings

- The Proposed FY 2005 DASH operating budget includes a vacancy savings of \$113,140 based on an anticipated vacancy rate of 2.0 percent.

### Supplemental Budget Requests

#### Approved

1. DASH AT7 Service Enhancement \$125,000

The DASH AT7 route connects the Old Town and Landmark areas via Eisenhower Avenue, Van Dorn Street, and Cameron Station, with stops at the King Street, Eisenhower, and Van Dorn Metro stations. It operates on 30 minute headways during peak service and 60 minute headways off-peak, with 4 buses in service during the peak and 2 in the off-peak. The most recent data available indicates an on-time performance rate of 91.1 percent. \$125,000 is approved to add one bus during the peak and off-peak to improve on-time performance toward a goal of 95 percent. The additional bus could also prevent delays in meeting scheduled headways as development increases in the Eisenhower East area and vehicular travel becomes slower as a result.

## TRANSIT SUBSIDIES

### Supplemental Budget Requests

#### Approved

#### 2. DOT Paratransit Increase \$283,052

Paratransit service is mandated by the Americans with Disabilities Act (ADA). The City contracts with private companies to provide taxi or van trips to eligible program participants on a reservation-only basis. The City also contracts with a private agency to receive and schedule reservations. In FY 2003, the program provided 53,653 one-way trips at a cost of \$16.23 per trip, including reservations. The contracts for providing trips and handling reservations are up for renewal in FY 2004. The new contract rates will likely increase the average cost per trip. Additionally, the City expects to see a 5.0 percent growth in trips from FY 2004 to FY 2005, which further contributes to the need for increased funding.

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### DEPARTMENT DETAIL

Alexandria's public transportation is provided through a combination of Metrobus and Metrorail systems, which are operated by the Washington Metropolitan Area Transit Authority (WMATA, also referred to as Metro); DASH, the Alexandria local bus system, which is operated by the Alexandria Transit Company; DOT Paratransit service, which is provided by private companies under contract with the City; and the VRE commuter rail system overseen by the Northern Virginia Transportation Commission (NVTC) and the Potomac and Rappahannock Transportation Commission (PRTC).

Alexandria's share of the operating costs for Metrobus and Metrorail service and the local subsidy for the WMATA Capital Improvement Program are paid through a combination of federal, State and local funding sources. The direct cost to the City is affected by the level of federal and State aid that is anticipated to be received for the year. State and federal aid for transit services is allocated through the NVTC based on a formula that takes into account the operating and capital budget requests for all transit requirements (Metro and local transit systems) for each of the Northern Virginia localities. Once each local government's proportional share of aid is determined, the combined federal and State aid available is distributed among the jurisdictions on the basis of these proportional shares.

DASH operating costs are funded by operating revenues from fares and other sources and the General Fund subsidy, the amount of which is determined by the shortfall between operating revenues and expenses. DASH capital is funded in FY 2005 by State Urban Funds previously reallocated from the cancelled King Street Underpass project and DASH retained earnings. Retained earnings represent the accumulation of previous year General Fund subsidy transfers exceeding the amount of the revenue shortfall due to expenditure savings or revenues outperforming expectations.



## TRANSIT SUBSIDIES

### DEPARTMENT DETAIL

DOT Paratransit passengers pay a fare of \$2.00 per trip for service within the City, which is twice the local bus fare and the maximum that can be charged according to the ADA. DOT Paratransit service passengers who travel outside of the City pay the same amount as MetroAccess, currently twice the base bus fare of \$2.40. The taxi service provider bills the City for the meter cost of the trip less the passenger fare. The City pays a flat per-trip rate for DOT Paratransit van service within the City. For van trips beyond the City limits, the City pays a base per-trip rate plus an incremental cost per mile.

The City's VRE subsidy is set by the VRE Master Agreement between the participating jurisdictions and the VRE.

The following addendum tables detail the operating and capital funding requirements for the City's transit services.

#### INDICATORS AND MEASURES

OBJECTIVE: (DASH) To provide cost-effective local bus service.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Miles of regular service	1,194,507	1,215,746	1,293,518	1,334,000	1,336,000
DASH annual ridership	2,640,420	2,739,719	2,986,631	3,050,000	3,180,000
Ridership annual increase/(decrease)	118,495	99,299	246,912	63,369	130,000
Ridership annual percent increase/(decrease)	4.7 %	3.8 %	9.0 %	2.1 %	4.3 %
Operating cost per mile*	\$4.19	\$4.51	\$4.80	\$5.23	\$5.54
DASH bus revenue/operating cost ratio *	33 %	30 %	28 %	28 %	25 %
Base fare	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00

\* Data has been revised from previously published documents.

OBJECTIVE: To monitor ridership and subsidies provided by the City for WMATA rail and bus service.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Metrobus cost per mile of operation*	\$6.50	\$6.29	\$6.67	\$6.68	\$7.35
WMATA bus and rail revenue/operating cost ratio**	57 %	55 %	54 %	56 %	57 %

\* This measure reflects the mileage related costs (fuel, maintenance, general insurance premiums and personnel costs, etc.) for Metrobus service in Alexandria, divided by the number of Metrobus route miles driven in Alexandria.

\*\* Excludes capital costs.

## TRANSIT SUBSIDIES

### Addendum Table 1 General Fund Operating and Capital Subsidy Revenues and Expenditures

#### TRANSIT OPERATING SUBSIDIES

	<u>Subtotals</u>	<u>Net City Funding Required</u>
<b><u>WMATA</u></b>		
City Share of WMATA Operating Expenditures (Based on WMATA Proposed FY 2005 Budget)	\$16,201,647	
Revenues to Offset City Share of Expenditures		
NVTC State aid (fuel, tire & maintenance, interest)	\$10,800,000	
Gas tax estimated revenue	\$1,924,830	
WMATA Audit Adjustment	<u>\$0</u>	
Subtotal, non-local revenues for WMATA operating	\$12,724,830	
Local WMATA operating subsidy		\$3,476,817
<b><u>DASH Operating</u></b>		
Local DASH operating subsidy		\$5,700,720
<b><u>VRE Contribution</u></b>		
Local VRE operating subsidy		\$97,732
<b><u>DOT Paratransit Program</u></b>		
Local DOT operating subsidy		\$1,133,052
<b>TOTAL, LOCAL TRANSIT OPERATING SUBSIDY</b> (General Fund monies in the City's operating budget)		<u>\$10,408,321</u>

## TRANSIT SUBSIDIES

	<u>Subtotals</u>	<u>Net City Share</u>
<u>TRANSIT CAPITAL REQUIREMENTS</u>		
(For additional detail, please refer to the Capital Improvements Program document)		
<b><u>WMATA Capital Improvement Program</u></b>		
Expenditures		
Infrastructure Renewal Program (IRP)	\$4,600,000	
System Access and Capacity Program (SAP)	0	
System Expansion Program	<u>\$100,000</u>	
	\$4,700,000	
Revenues to Offset City Share		
Urban Highway Funds	<u>(\$3,750,000)</u>	
Net City funded requirement in FY 2005 Bus/Rail capital budget		\$950,000
<b><u>DASH Capital - Buses</u></b>		
Bus replacement	\$1,244,000	
DASH Retained Earnings	(\$799,000)	
State Reallocated Urban Funds	<u>(\$445,000)</u>	
Net City funded requirement in FY 2005 DASH capital budget		\$0
<b><u>DASH Capital - Facility</u></b>		
Construction of New Facility	\$4,405,000	
State Reallocated Urban Funds\1	<u>(\$4,405,000)</u>	
Net City funded requirement in FY 2005 DASH capital budget		\$0
<b>TOTAL, LOCAL CAPITAL REQUIREMENTS</b>		<u>\$950,000</u>
<b>GRAND TOTAL, LOCALLY FUNDED OPERATING AND CAPITAL TRANSIT REQUIREMENTS</b>		<u>\$11,358,321</u>

\1. Funding is planned in three phases: \$14.16 million in FY 2004, \$4.4 million in FY 2005, and \$4.25 million in FY 2006.

## TRANSIT SUBSIDIES

Addendum Table 2  
DASH Revenues and Expenditures

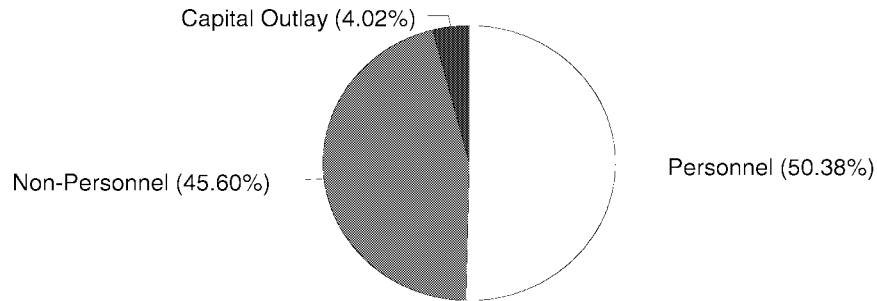
	FY 2003 Actual	FY 2004 Approved	FY 2005 Approved
<u>Revenues and Other Sources</u>			
Operating Income	\$1,707,517	\$1,845,000	\$1,850,000
CIP Funding	3,443,563	15,408,000	5,649,000
Use of Retained Earnings	0	34,000	0
Total City Contribution*	<u>4,682,467</u>	<u>5,170,000</u>	<u>5,700,720</u>
TOTAL REVENUES AND OTHER SOURCES	<u>\$9,833,547</u>	<u>\$22,457,000</u>	<u>\$13,199,720</u>
<u>Expenses and Other Uses</u>			
Operating Expenses	\$6,208,780	\$6,987,200	\$7,515,720
Capital Outlays	<u>181,204</u>	<u>62,000</u>	<u>35,000</u>
Total Operating Expenses	\$6,389,984	\$7,049,200	\$7,550,720
<u>Capital Improvement Program</u>			
Replacement Buses	\$0	\$1,244,000	\$1,244,000
Non-revenue Vehicles	59,436	0	0
Capital Equipment	29,520	0	0
New Facility Site Purchase	3,354,607	0	0
New Facility Design and Construction	<u>0</u>	<u>14,164,000</u>	<u>4,405,000</u>
Total Capital Improvement Program	\$3,443,563	\$15,408,000	\$5,649,000
TOTAL EXPENSES	<u>\$9,833,547</u>	<u>\$22,457,200</u>	<u>\$13,199,720</u>

\* The Total City Contribution for FY 2003 reflects the amount required to fund actual operating expenses in excess of income. The amount transferred from the General Fund to DASH at the beginning of FY 2003 was \$4,834,200. The remaining \$151,733 was retained in the DASH account for future use.

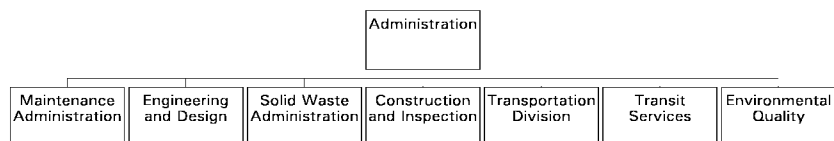
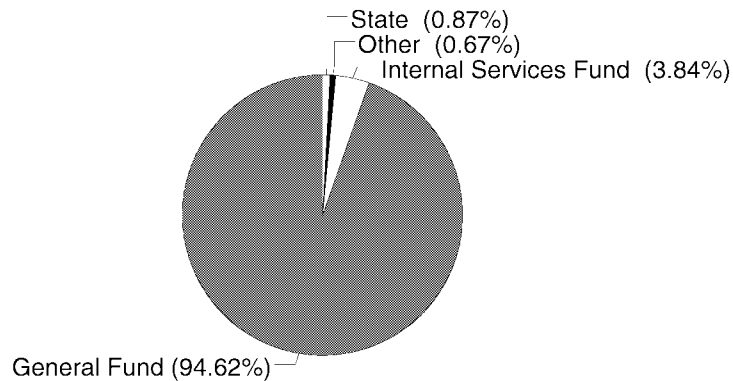
# TRANSPORTATION AND ENVIRONMENTAL SERVICES

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**FY 2005 Approved Expenditures by Type**



**FY 2005 Approved Expenditures by Fund**



## TRANSPORTATION AND ENVIRONMENTAL SERVICES

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**GOALS, FUNCTIONS & RESPONSIBILITIES:** To efficiently and effectively perform the daily tasks associated with providing transportation, transit, public works operations, and environmental services that directly impact the quality of life of Alexandria's residents.

### OBJECTIVES:

- To maintain the riding surface of streets, to maintain alleys in a safe condition by resurfacing them on an as-needed basis, and to maintain and reconstruct right-of-ways on an as-needed basis; to maintain good drainage of streets through the continued maintenance and repair of curbs, gutters and other drainage facilities; and to maintain sidewalks and provide pedestrian safety.
- To identify, report, and follow-up on King Street corridor maintenance issues such as loose or missing bricks, overflowing trash cans, broken parking meters, and non-functioning traffic signals.
- To restore to City standards all areas within the right-of-way disturbed by utility companies and private contractors, and to accomplish this work within 30 days of underground installation.
- To maintain the City's sanitary and storm sewer systems to a high degree of serviceability and reduce the possibility of property damage, health hazards, and the pollution of surrounding water areas; and to prolong the life of the City's streets and to prevent environmental pollution by maintaining storm inlets and catch basins.
- To review site and plot plans for compliance with existing City codes and standards.
- To inspect site developments to ensure compliance with approved site plans.
- To provide weekly refuse collection for residences, businesses, churches and schools.
- To provide curbside collection of recyclable materials, leaves, white goods and newspapers, and to service the City's recycling drop-off centers.
- To provide clean and sanitary City streets by sweeping and flushing the downtown, Arlandria, Lynhaven and Del Ray areas of the City, and arterials and other streets; and to provide "Elephant Vacuum" service to sweep and pick up debris in the downtown area and other high density areas of the City.
- To conduct traffic surveys to determine the need for signs, signals and markings to promote an efficient flow of traffic and ensure pedestrian safety; and to impound vehicles as necessary from public rights-of-way and from private property.
- To administer and coordinate public transportation services for the mobility impaired.
- To provide an alternative transportation program to reduce the number of single occupant vehicle trips to and from work by increasing the number of employers providing transit benefits to their employees.
- To enforce the City Noise Control Code (Title 11, Chapter 5) by investigating complaints concerning loudspeakers, air conditioners and engine noises.
- To administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) by investigating complaints and inspecting regulated facilities.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	11,265,788	12,055,883	11,749,437	12,255,006
NON-PERSONNEL	11,446,576	10,340,610	11,078,224	11,093,224
CAPITAL GOODS OUTLAY	<u>85,976</u>	<u>840,000</u>	<u>979,000</u>	<u>979,000</u>
TOTAL EXPENDITURES	<u>22,798,340</u>	<u>23,236,493</u>	<u>23,806,661</u>	<u>24,327,230</u>
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	649,538	386,220	374,763	374,763
INTERNAL SERVICES FUND	<u>0</u>	<u>798,000</u>	<u>934,000</u>	<u>934,000</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>649,538</u>	<u>1,184,220</u>	<u>1,308,763</u>	<u>1,308,763</u>
GENERAL FUND	<u>22,148,802</u>	<u>22,052,273</u>	<u>22,497,898</u>	<u>23,018,467</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 4.4%

FULL-TIME POSITIONS	196	199 *	188 **	189 ***
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\* Reflects the addition of one Water Compliance Specialist position in Environmental Quality to perform inspections and field work related to water quality compliance in the administration of the City's Watershed Management program, the addition of one Transportation Engineer IV to manage in-house traffic studies and analysis, and the conversion of one Transportation Coordinator overhire position for traffic calming to permanent full-time status.

\*\* Reflects the elimination of 12 positions (7 Equipment Operators and 5 Refuse Collectors) in the Recycling program and the creation of a new Solid Waste Planner position. The duties of the Recycling positions are to be contracted out in FY 2005 to allow the City to expand recycling services at a cost savings. Six of the Equipment Operator positions and two of the Refuse Collector positions to be eliminated are currently vacant. The remaining Recycling positions will be eliminated without employee lay-offs through attrition or the relocation of existing employees to vacant positions within other programs. The full-time position count of 188 positions excludes 5 temporary overhire positions: 1 Administrative Technician and 1 Civil Engineer IV to coordinate the City's participation in the Woodrow Wilson Bridge construction project, 1 fee revenue funded Engineering Aide I located at the Patent and Trademark Office (PTO) construction site, and 2 fee revenue funded Inspectors located at the PTO site. The overhire positions located at PTO have no effect on the City's General Fund.

\*\*\* Reflects the addition of one Pedestrian and Bicycling Alternative Transportation Coordinator through the Add/Delete process.

### City Manager Proposed

- The Proposed FY 2005 General Fund budget for Transportation & Environmental Services (T&ES) represents an increase of \$445,625, or 2.0 percent, as compared to the Approved FY 2004 General Fund budget.
- Proposed FY 2005 personnel expenditures represent a \$306,446, or 2.5 percent, decrease from the Approved FY 2004 budget. This is due to contracting with the private sector for recycling household collection, resulting in the elimination of 12 equipment operator and refuse collector positions at a savings of \$617,000. Eight of the positions to be eliminated are currently vacant. The remaining 4 position eliminations will be achieved through attrition or the transfer of existing employees to vacant positions in other programs. No employees will be terminated as a result of this privatization. The position savings resulting from the recycling privatization is partially offset by the addition of one new Solid Waste Planner position to oversee implementation of the City's solid waste management plan and the implementation of a to-be-proposed commercial recycling program at a cost of \$55,000; a \$50,000 increase in snow removal overtime to increase the number of snow events for which the City budgets annually from three to four; and \$88,554 in merit pay increases.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### City Manager Proposed

- Proposed FY 2005 non-personnel expenditures represent a \$737,614, or 7.1 percent, increase from the Approved FY 2004 budget. This is due to an increase of \$560,000 for privately contracted household recycling collection. While the net FY 2005 General Fund operating budget impact of the recycling personnel savings and the addition of the contract cost represents a cost savings to the City, the City will realize additional long-term savings. In addition, the number of items to be recycled will increase to include white paper and cardboard. The City will no longer need to replace and maintain its fleet of three recycling vehicles and acquire a fourth crew and vehicle to handle the increased travel times for distributing recycled materials at a new, more remote facility outside the City. Also, there will be some administrative savings in the areas of workers compensation and insurance. Privatizing residential recycling collection will allow the City to expand service to new household developments as they become occupied at an incremental contract cost-per-household instead of adding new staff positions and vehicles to the City budget.
- The non-personnel increase also includes the addition of \$80,000 to clean, maintain, and repair 90 DASH and Metro bus stop shelters and 12 bus stop benches; an increase of \$195,283 for refuse disposal at the Waste-to-Energy plant, which is increasing from the previously budgeted \$61 per ton to an estimated \$65 per ton; a \$50,000 increase in snow removal non-personnel expenditures to increase the number of snow events for which the City budgets annually from three to four; and \$27,250 for depreciation, fuel, and maintenance on a new street sweeper vehicle; offset by a \$97,703 marginal service-based expenditure reduction in street and sidewalk maintenance and \$17,216 in other non-personnel cost reductions.
- Proposed FY 2005 capital goods outlay expenditures represent a \$136,000, or 17.0 percent, increase from the Approved FY 2004 budget. This is due to the addition of \$85,000 to purchase a new street sweeper vehicle to provide more frequent service, \$35,000 for a new vehicle to improve the efficiency of brick sidewalk maintenance crews, and scheduled fleet vehicle replacements.
- The residential refuse fee is approved to increase by \$20, from \$185 per household in FY 2004 to \$205 per household in FY 2005 to recover more of the full cost of residential refuse collection and disposal. This is the first residential refuse fee increase since FY 2000. The FY 2005 proposed fee in Arlington County is \$246, an increase of \$13 from the FY 2004 approved fee of \$233. The FY 2005 proposed fee in Fairfax County is \$240, an increase of \$30 from the FY 2004 approved fee of \$210. Like Alexandria, this is the first Residential Refuse Fee increase in Fairfax County since FY 2000. The increase



## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### City Manager Proposed

is due to merit pay and benefit cost increases, the projected increase in the cost-per-ton of disposal at the Waste-to-Energy plant (see above), and the FY 2004 full draw-down of Recycling Fund revenues<sup>1</sup>. In order to recover 100 percent of costs, it is contemplated that this fee would be increased to \$225 in FY 2006. FY 2005 is the first year that recycling is funded entirely by the General Fund and therefore included in the residential refuse fee calculation. Privatizing residential recycling collection will help to contain recycling costs, restrain the need for future refuse fee increases, as well as to enable service to expand. (See Addendum Table I for calculation of costs of recycling program.)

- The City's sanitary sewer line maintenance charge, which is included on the Alexandria Sanitation Authority (ASA) sanitary sewer bill along with ASA charges, is proposed to increase by \$0.20 (20 cents) from the FY 2004 rate of \$0.40 (40 cents) per 1,000 gallons of wastewater discharged to \$0.60 (60 cents) per 1,000 gallons in FY 2005. This is the second year of a multi-year phased increase that was approved by City Council in the FY 2004 budget with the goal of ultimately funding sanitary sewer maintenance and construction entirely from fees. The current 40 cent rate will generate approximately \$2.2 million in revenue in FY 2004. The approved 20 cent rate increase will increase annual revenues by an estimated \$1.1 million, to \$3.3 million per year, which will still be below the City's estimated annual cost of sanitary sewer system maintenance and capital construction for the coming years. The FY 2005 rate increase will be entirely dedicated to funding sanitary sewer capital projects. All major jurisdictions in the Washington Metropolitan Area *except Alexandria* fund 100% of their sanitary sewer operations, maintenance, and construction costs through user fees. The City's General Fund subsidy of sanitary sewers is the exception in the area. Prior to last year's phase-one increase, the City's rate had not been increased since 1995. In subsequent fiscal years, the sewer fee will continue to be increased until it fully supports all operating, capital and debt service costs. That is expected to occur in FY 2007 when the fee reaches \$1.00 per 1,000 gallons. A typical single-family household that uses 70,000 gallons of water per year will experience a \$3.50 increase per quarter in FY 2005.

### City Council Approved

- The Approved FY 2005 General Fund budget for T&ES reflects all City-wide compensation adjustments for cost of living, health insurance, and Virginia Retirement System (VRS) and City Supplemental Retirement Plan employer share cost increases.

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The Recycling Fund was established in FY 1991 to fully fund recycling expenditures. It was supported by revenue from the sale of recyclable materials and recycling surcharge receipts. The surcharge was also established in 1991 as an addition to the per-ton "tip fee" for private and municipal haulers to dispose solid waste at the Waste-to-Energy plant. In FY 1994, the tip fee for private haulers was lowered, and the surcharge was eliminated, in order to compete with private disposal facilities as a result of the Supreme Court decision eliminating local flow control. The Recycling Fund continued to fund recycling expenditures from prior year surcharge balances, revenues from the sale of recyclables, and General Fund subsidies until FY 2003. In FY 2003, the fund was eliminated, and recycling expenditures were transferred to the General Fund along with the remainder of the Recycling Fund balance. The remaining balance will be fully depleted for recycling expenditures in FY 2004.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

- City Council approved the addition of \$74,000 for a Pedestrian and Bicycling Alternative Transportation Coordinator, and \$10,000 to purchase replacement street trash cans via the add/delete process.

### Reductions and Savings

- A vacancy factor was increased from 4.0 percent to 5.0 percent, for a total of \$615,474, taken from the personnel budget.
- A marginal service-based expenditure reduction in the amount of \$97,703 in street and sidewalk maintenance is included.

### Supplemental Budget Requests

#### Approved

1. Snow Removal \$100,000

The Approved FY 2005 budget for snow removal increases to \$350,270 from \$250,270 in the base budget in order to increase the number of snow events for which the City annually budgets from three to four. With weather running in cycles and with the T&ES snow budget being inadequate in FY 2004 and FY 2003, an increase to cover increased probabilities is approved. This includes a \$50,000 increase in overtime for drivers, a \$25,000 increase for contracted snow plowing services, and a \$25,000 increase for salt and other materials.

2. Bus Shelter Maintenance \$80,000

There are 90 bus stop shelters and 12 bus stop benches located within the City. Twenty shelters belong to the City, 47 belong to the Washington Metropolitan Area Transit Authority (WMATA), and 23 belong to private developers. Due to funding pressure, WMATA has significantly reduced its maintenance efforts on shelters it installed region-wide. In order to maintain a desired and consistent level of cleanliness and up-keep at City-owned shelters, WMATA shelters, and privately-owned shelters (which are currently maintained by the developments at varying levels of service), \$80,000 is included in the budget to fund monthly cleaning and repairs at all shelters regardless of ownership. This will support the City's goal of encouraging greater transit usage by improving the quality of the shelters and improving the visual appearance of the City.

3. Solid Waste Planner \$55,000

A new position is approved for addition to the Solid Waste Division in order to manage implementation of the City's solid waste management plan and implement the to-be-proposed commercial recycling program. The City is currently developing a solid waste management plan required by the State to be submitted to the Virginia Department of Environmental Quality by July 1, 2004. The plan is intended to outline the City's goals, objectives, and strategies for reducing waste, increasing recycling, managing household

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### Supplemental Budget Requests

#### Approved

hazardous waste, and reducing litter. The Solid Waste Planner would be responsible for implementation of the plan and compiling progress reports. One of the strategies to be identified in the plan will be to reduce municipal waste by increasing commercial recycling. This position would be responsible for developing a commercial recycling ordinance, providing outreach and education to businesses, compiling reports, and enforcing City regulations. This new position will support the City's goal of improving the environment through the reduction of waste and increased recycling.

#### 4. Brick Sidewalk Maintenance & Repair Crew Vehicle \$35,000

Brick sidewalks in the public right-of-way are currently maintained and repaired by a single five-member crew with one crew cab truck. The Approved FY 2005 Budget includes the addition of a second crew cab to enable the crew to split into two separate units and increase the amount of repairs that can be performed at a time. This will improve productivity, increase efficiency, promote public safety by reducing the risk of unrepaired sidewalks, and improve the visual appearance of the City.

#### 5. Street Sweeper \$27,250

The City currently owns and operates three street sweeper vehicles. Those vehicles enable T&ES to sweep approximately 3,000 miles of streets per year. The Approved FY 2005 budget includes \$85,000 in Internal Services Fund monies to purchase a fourth street sweeper, which would increase the number of miles cleaned annually by 25 percent to approximately 3,750. The General Fund budget also includes \$21,250 in annual depreciation to fund the unit's eventual replacement and \$6,000 for fuel and maintenance. This supplemental will enhance the visual appearance of City streets and contribute to improved water quality by reducing the flow of litter from the streets into streams and rivers.

#### 6. Recycling Expansion and Privatization \$107,000 operating budget savings and a one-time \$480,000 vehicle purchase cost savings

Residential recycling collection is approved to be contracted out in FY 2005. This would result in the elimination of 12 positions, 8 of which are currently vacant, at a net budget savings of approximately \$587,000. The remaining 4 positions would be eliminated through attrition or the transfer of existing employees to vacant positions in other programs. No City employees will be terminated as a result of the privatization. The personnel savings, along with an additional savings of \$60,000 in vehicle fuel and maintenance costs, would be used to fund a contract with the private sector at a cost of \$560,000. Contracting out recycling is the most common service delivery model. The City will no longer need to replace and maintain its fleet of recycling vehicles and acquire a fourth crew and vehicle to handle the increased travel times for distributing recycled

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### Supplemental Budget Requests

#### Approved

materials at a new, more remote location outside the City. Also, there are administrative savings in the areas of workers compensation and insurance. The City currently owns three recycling trucks, all of which have exceeded their useful life and are due for replacement at a cost of \$160,000 per vehicle. If the City were to replace these vehicles and purchase the needed new fourth vehicle at a total cost of \$480,000, the scheduled depreciation of the new equipment would cost \$80,000 per year. These capital acquisition and depreciation costs will be avoided by contracting the service out. Additionally, a private contractor will be able to collect recyclable materials (white paper and cardboard) that the City cannot currently collect and will also allow the City to expand service to new households at an incremental cost-per-household rather than having to purchase additional vehicles and create new staff positions in the budget. The City will continue to operate and collect from drop-off centers. Privatizing residential recycling collection will support the City's goal of improving the environment by encouraging greater recycling.

#### 7. Residential Refuse Collection

No FY 2005 General Fund Impact

In an effort to reduce the volume of residential refuse left outside of containers, \$15,645 is approved to purchase 90-gallon "super cans" for households whose volume of weekly refuse frequently exceeds the size of their container. The funding is to come from fuel and maintenance savings realized through the consolidation and re-organization of the current residential refuse collection route system for greater efficiency and improved service. Distributing the additional cans will reduce public health risks presented by non-containerized refuse and improve the visual appearance of the City.

#### 8. Transportation Studies

\* \*

In addition to \$175,000 budgeted in the base budget of T&ES, another \$175,000 has been budgeted in the Non-Departmental account for a Landmark Mall area traffic study and other transportation studies as they arise. Since the additional \$175,000 is budgeted in the City-wide Non-Departmental account, it is not included in the T&ES approved budget amount. The \$175,000 included in the T&ES base budget for transportation consultant studies is intended for the continuation of the Transportation Policy and Program (\$96,500), the development of a traffic accident reporting system (\$50,000), and other projects as they arise (\$28,500). It is also anticipated that the City will conduct the Seminary/Mark Center/Winkler traffic plan in FY 2005 with \$40,000 to be provided by the developer. In total then from all accounts, \$390,000 is budgeted for transportation studies in FY 2005.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### Supplemental Budget Requests

#### Not Approved

1. Brick Sidewalk Repair Personnel and Vehicle	\$356,582
2. Residential Refuse Collection Route Automation	\$156,355
3. Commercial Recycling Coordinator	\$55,500
4. Street Cleaning Position - King Street	\$23,685
5. Street Cleaning Position - Mount Vernon Avenue	\$23,685

#### DEPARTMENT DETAIL

The Department of Transportation and Environmental Services (T&ES) administers public works programs and environmental services for the City, including Capital Improvement Program (CIP) projects and State and federally funded grant programs. The department also receives and administers State and federal aid for operating programs. The department's staff participate in the activities of more than 40 boards, commissions, and committees in the City and in the Washington, D.C. metropolitan region, including the Metropolitan Washington Council of Governments (COG), the Washington Metropolitan Area Transit Authority (WMATA), the Northern Virginia Regional Commission (NVRC) (formerly the Northern Virginia Planning District Commission), the Northern Virginia Transportation Commission (NVTC), the Northern Virginia Transportation Authority (NVTA), and the Alexandria/Arlington Waste-to-Energy Board of Trustees. In addition, staff serve on or provide support to City boards, commissions, and ad hoc task forces, including the Traffic and Parking Board, the King Street Task Force, the Planning Commission, the Environmental Policy Commission, the Special Events Committee, and various committees associated with the Woodrow Wilson Bridge design.

#### DETAIL BY DIVISION

The Administration Division coordinates and supervises all activities of the department, and provides leadership, policy planning, personnel management, financial management, administrative support, and direction to other divisions to guide the department toward achieving its goals in a timely and efficient manner.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
DIVISION: Administration				
General Fund Expenditures	1,145,105	1,039,312	1,058,622	1,083,838
FULL-TIME STAFFING	9	10 *	10	10
* Reflects the reclassification and transfer of one Superintendent position in Maintenance to a Division Chief for Special Projects in Administration to manage the American Public Works Association (APWA) accreditation project.				

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

The Maintenance Division provides maintenance and repairs of City sewers, streets, sidewalks and fire hydrants; maintains stream beds, weirs and stream banks; maintains drainage tunnels, box culverts and stormwater pollution removal facilities; maintains bridges; and conducts snow removal and flood control operations. This division coordinates with other City agencies and other divisions within T&ES to respond to weather-related emergencies, such as heavy snowfall, rain, floods, high winds and hurricanes, and assists in both emergency management and clean-up following these events. It assists in the clean-up of hazardous materials and spills in the City's sewer system and streams; and operates the T&ES Downtown Manager program to interact weekly with businesses along the King Street commercial corridor to inform them of the services and support the department can provide to them and to identify and repair public maintenance needs along King Street.

<u>DIVISION: Maintenance</u>	<u>ACTUAL FY 2003</u>	<u>APPROVED FY 2004</u>	<u>PROPOSED FY 2005</u>	<u>APPROVED FY 2005</u>
General Fund Expenditures	8,119,282	7,022,763	7,060,247	7,149,399
<u>FULL-TIME STAFFING</u>	43	42 *	42	42
* Reflects the reclassification and transfer of one Superintendent position in Maintenance to a Division Chief of Special Projects in Administration to manage the American Public Works Association (APWA) accreditation project.				

### INDICATORS AND MEASURES

OBJECTIVE: [Maintenance - Street and Sidewalk Repair] To maintain the riding surface of streets, to maintain alleys in a safe condition by resurfacing them on an as-needed basis, and to maintain and reconstruct right-of-ways on an as-needed basis; to maintain good drainage of streets through the continued maintenance and repair of curbs, gutters and other drainage facilities; and to maintain sidewalks and provide pedestrian safety

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Streets resurfaced (lane miles)	40	35	30	37	35
Concrete sidewalks replaced (square yards)	8,831	7,515	10,575	6,500	7,500
Complaints received on street/sidewalk condition	407	251	319	270	275
Percentage of complaints resolved to citizen's satisfaction	98%	97%	98%	97%	98%
Brick sidewalks replaced (square yards)*	201	1,856	1,589	1,500	2,000
Curb and gutter repaired (linear feet)	19,484	18,020	22,985	18,500	18,000
Asphalt street potholes patched	266	292	342	270	300
Interdepartmental tasks performed by Street Maintenance	14	17	11	8	12

\* Brick sidewalks are currently maintained by a single crew. The Proposed FY 2005 budget includes \$35,000 for a new vehicle which would allow the crew to split into two crews, thereby increasing productivity. The resulting service increase is estimated to be 1,000 square yards per year. For FY 2005, the increase is expected to be 500 square yards since it will take several months to receive the new vehicle once it has been ordered.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Maintenance - Downtown Maintenance Manager] Identify, report, and follow-up on King Street corridor maintenance issues such as loose or missing bricks, overflowing trash cans, broken parking meters, and non-functioning traffic signals.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Inspection hours performed	90	350	105	200	150
Repairs identified	150	110	74	80	75
Repairs completed	98 %	99 %	99 %	99 %	99 %

OBJECTIVE: [Maintenance - Street Cut Repairs] To restore to City standards all areas within the right-of-way disturbed by utility companies and private contractors, and to accomplish this work within 30 days of underground installation.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Restorations repaired*	n/a	14	8	15	12
Percent of repairs completed within 30 days*	n/a	100 %	100 %	100 %	100 %

\* New measure added in the FY 2003 budget for which previous year data is not available.

OBJECTIVE: [Maintenance - Sewer Maintenance] To maintain the City's sanitary and storm sewer systems to a high degree of serviceability and reduce the possibility of property damage, health hazards, and the pollution of surrounding water areas; and to prolong the life of the City's streets and to prevent environmental pollution by maintaining storm inlets and catch basins.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Miles of sewer cleaned*	143	203	190	400	450
Miles of sewer inspected	48	54	13	25	25
Sanitary sewer complaints received	125	165	118	120	120
Percent of complaints resolved**	96 %	98 %	98 %	98 %	100 %
Catch basins checked and cleaned***	23,923	15,296	14,470	24,500	24,500
Catch basins repaired****	n/a	200	185	230	230
Storm sewer complaints received	150	184	95	115	115
Percent of complaints resolved	98 %	98 %	98 %	98 %	98 %
Length of sanitary sewers rehabilitated*****	2,156	0	0	2,500	1,000
Length of storm sewers rehabilitated*****	239	0	0	425	350
Miss Utility tickets received	9,750	8,307	5,736	9,000	9,000
Miss Utility tickets responded to*****	n/a	789	650	700	700
Miss Utility tickets marked	35	300	325	240	250
Fire hydrants checked and repaired*****	n/a	480	470	525	525
Interdepartmental tasks performed	3	2	3	8	7

\* The Infiltration & Inflow (I&I) study will require significant cleaning of the sewer sections to be studied in FY 2004 and FY 2005.

\*\* Data revised from previous budget documents.

\*\*\* The number of catch basins checked and cleaned is dependent upon the level of rainfall in a given year.

\*\*\*\* No rehabilitations conducted in FY 2002 or FY 2003 due to needs assessment study being performed. A contractor has been hired to conduct rehabilitations in FY 2004 and beyond.

\*\*\*\*\* New measure added in the FY 2005 budget for which FY 2001 data is not available.

The Engineering and Design Division designs capital improvement projects to be administered by the department and reviews State projects and privately submitted site plans to ensure that construction is in compliance with the City's engineering standards and policies. This

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

division is also responsible for performing all City survey work, maintaining all engineering records, and administering the street lighting program. In addition, this division conducts the federally mandated bridge inspection program.

<u>DIVISION:</u> Engineering and Design	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Funds Expenditures	2,974,595	3,065,430	3,050,150	3,107,865
<u>FULL-TIME STAFFING</u>	22	22	22	22

### INDICATORS AND MEASURES

OBJECTIVE: [Engineering & Design] To review site and plot plans for compliance with existing City codes and standards.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Total number of plans reviewed*	994	900	975	1,000	1,000

\* Includes site plans, plot plans, subdivisions, consolidations, Board of Zoning Appeals, and special use permits.

The Construction and Inspection Division manages and inspects capital improvement projects and administers contracts for curb, gutter and sidewalk repairs. This division also administers and coordinates utility work within public rights-of-way, inspects all bonded development work, and enforces the soil erosion control ordinance. The permits section issues all excavation permits, reserved parking permits, miscellaneous public works permits and reviews building permits for compliance with T&ES standards and specifications.

<u>DIVISION:</u> Construction & Inspection	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	943,380	1,069,690	1,065,529	1,107,256
<u>FULL-TIME STAFFING</u>	15	15	15	15

### INDICATORS AND MEASURES

OBJECTIVE: [Construction & Inspection] To inspect site developments to ensure compliance with approved site plans.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Site plans inspected	95	93	99	100	110
Percentage of completed developments in compliance with approved site plans	100%	100%	100%	100%	100%



## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

The Solid Waste Division conducts weekly collection and disposal of solid waste household refuse and household hazardous waste, and provides all services associated with maintaining the cleanliness of the City's rights-of-way by cleaning City streets through street flushing and sweeping. The Solid Waste Division provides annual spring clean-up support and seasonal leaf collection. The division operates the City's comprehensive recycling program which includes the curbside collection of recyclable goods, the collection of newspapers, and special pick-ups for white goods, including household appliances and other metal items, and the operation of the City's four recycling drop-off centers.

	ACTUAL FY 2003	APPROVED FY 2004	PROPOSED FY 2005	APPROVED FY 2005
<u>DIVISION: Solid Waste</u>				
General Fund Expenditures	5,952,410	6,335,241	6,734,113	6,870,665* *
<u>FULL-TIME STAFFING</u>	70	70	59 *	59
<p>* Reflects the elimination of 12 residential recycling collection positions (7 equipment operators and 5 refuse collectors), the duties of which are to be contracted out to the private sector beginning in FY 2005 and the addition of one new Solid Waste Planner position created in the FY 2005 budget.</p> <p>** Reflects the addition of \$10,000 through the add/delete process to purchase replacement street trash cans.</p>				

### INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Refuse Collection] To provide weekly refuse collection for residences, businesses, churches and schools.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Residential Refuse Annual Fee	\$185	\$185	\$185	\$185	\$205
Weekly refuse collections (units) *	19,400	19,980	19,980	20,150	20,150
Bulk containers collected weekly	267	267	267	286	286
Street boxes collected weekly	2,750	2,940	3,050	3,925	3,200
Tons of refuse collected	27,899	28,241	27,763	28,000	28,000
Complaints* *	n/a	535	518	575	550
Complaints resolved within 24 hours* *	n/a	100 %	100 %	100 %	100 %
Spring clean up (tons collected)	700	677	583	625	626
Special Events Collections (tons collected)	84	88	118	97	97

\* The City collects refuse from residential properties (including Alexandria Redevelopment and Housing Authority units), various businesses, churches and private schools.

\*\* Due to revisions in the collection methodology of this measure, FY 2001 data is not available.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Community Recycling] To provide curbside collection of recyclable materials, leaves, white goods and newspapers, and to service the City's recycling drop-off centers.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Collection of leaves from mid-October through the end of December - cubic yards	29,500	26,750	26,750	28,000	28,000
Curbside collection of newspapers, cardboard and mixed paper-tons*	3,032	2,861	2,853	3,000	3,390
Drop-off collection of newspapers-tons	459	374	301	450	450
Collection of white goods - tons	313	325	375	340	355
Drop-off collection of aluminum, plastic, and glass recycling drop off centers - tons	111	102	112	120	160
Curbside collection of aluminum, plastic, and glass - tons*	1,534	1,614	1,674	1,700	1,700
Weekly household hazardous waste collection - drums	472	451	395	450	450
Electronics recycling collections - tons**	0	14	30	35	50
Public presentations, outreach visits, technical support	25	50	50	50	50
Recycling complaints**	n/a	80	78	40	40
Complaints resolved within 24 hours***	n/a	100 %	100 %	100 %	100 %

\* The measure has been revised and the projection for FY 2005 has been increased to reflect the inclusion of cardboard and white paper as additional materials to be collected as a result of privatizing service. Currently, the City does not collect these items through curbside collection.

\*\* Electronics recycling was initiated in FY 2002.

\*\*\* New measure for which FY 2001 data is not available.

OBJECTIVE: [Solid Waste - Street Cleaning] To provide clean and sanitary City streets by sweeping and flushing the downtown, Arlandria, Lynhaven and Del Ray areas of the City, and arterials and other streets; and to provide "Elephant Vacuum" service to sweep and pick up debris in the downtown area and other high density areas of the City.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Lane miles swept	23,661	24,013	26,290	24,500	24,500
Lane miles flushed	13,800	13,783	14,388	14,000	14,000
Hand Cleaning (curb miles)	2,604	1,932	666	2,200	2,200
Streets cleaned with Elephant vacuum (curb miles)	3,617	3,745	2,266	3,950	3,950
Cubic yards of debris swept	7,595	7,623	8,890	8,250	8,500
Street cleaning complaints/requests *	n/a	286	273	300	280
Percentage of Complaints/requests resolved in 24 hours*	n/a	100%	95 %	100 %	100%

\* New measures for which previous year data is not available.

The Transportation Division provides and maintains a comprehensive City-wide traffic signal system that includes the traffic computer system linking many of the City's signaled intersections. The Transportation Division also provides and maintains a roadway signing network and pavement marking program to guide the motoring public; maintains City parking meters and collects meter revenues; and operates the vehicle impounding facility. The division implements traffic calming and other traffic initiatives to improve pedestrian and vehicular safety in City neighborhoods. A Transportation Engineer position was added in the FY 2004 budget to supervise an in-house transportation studies team responsible for traffic modeling and simulation.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

<u>DIVISION:</u> Transportation	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	2,231,795	2,504,241	2,452,866	2,591,116
<u>FULL-TIME STAFFING</u>	26	28 *	28	29**
* Reflects the addition of one Transportation Engineer IV to manage in-house traffic studies and analysis and the conversion of one Transportation Coordinator overhire for traffic calming to a permanent position. ** Reflects the addition of a Pedestrian and Bicycling Alternative Transportation Coordinator through the add/delete process.				

### INDICATORS AND MEASURES

OBJECTIVE: [Transportation] To conduct traffic surveys to determine the need for signs, signals and markings to promote an efficient flow of traffic and ensure pedestrian safety; and to impound vehicles as necessary from public rights-of-way and from private property.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of traffic surveys conducted *	1,350	1,397	1,295	1,400	1,400
Number of vehicles impounded	2,240	2,884	2,790	2,500	2,500
Number of vehicles sold for scrap	626	464	469	500	500
Proceeds from scrap cars	\$50,719	\$23,150	\$23,450	\$23,000	\$23,000
Proceeds from auctions	\$118,345	\$70,400	\$182,090	\$100,000	\$100,000

\* Surveys include electronic traffic counts, radar speed studies, vehicle turning movement studies, pedestrian counts, and accident history collected at sites throughout the City. The data collected from the surveys are used to determine the need to install traffic control devices. The *Federal Manual on Uniform Traffic Control Devices for Streets and Highways*, which was approved by the Federal Highway Administration and approved as an American Standard by the American National Standards Institute, specifies data that must be analyzed and criteria that must be met in determining the need for stop signs, yield signs, traffic signals and other traffic control devices.

The Transit Services and Programs Division plans, implements, and evaluates public transportation services for Alexandria through the coordination of public transportation operations provided by the Alexandria Transit Company (DASH), Metrorail, Metrobus, and the Virginia Railway Express (VRE). It administers the fiscal arrangements for the aforementioned services and ridesharing programs and alternative transportation programs, including oversight of the implementation of the City's Transportation Management Plan Ordinance. The division also oversees the DOT paratransit program and the employer outreach program to reduce traffic congestion and improve air quality, and in coordination with other local governments in the region to comply with the Clean Air Act.

<u>DIVISION:</u> Transit	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	395,404	455,373	472,320	486,505
<u>FULL-TIME STAFFING</u>	6	6	6	6

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DEPARTMENT

### INDICATORS AND MEASURES

OBJECTIVE: [Transit Services] To administer and coordinate public transportation services for the mobility impaired and to provide an alternative transportation program to reduce the number of single occupant vehicle trips to and from work by increasing the number of employers providing transit benefits to their employees.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
<u>DOT Paratransit:</u>					
DOT annual taxi and wheelchair accessible van service trips	54,614	52,550	53,653	52,000	54,000
Average cost per trip	\$12.56	\$14.88	\$16.23	\$19.23	\$19.44
<u>Alternative Transportation Program:</u>					
Number of employers providing transit benefits	25	31	38	45	52
Number of annual single occupant vehicle trips removed (employers related) *	92,000	124,000	150,000	160,000	175,500
Number of City employees receiving transit incentives	295	320	373	390	410
Number of annual single occupant vehicle trips removed (City employees related) *	147,500	160,000	186,500	195,000	205,000
<u>Rideshare Program:</u>					
Number of car/vanpool applicants**	233	136	255	270	290
Number of successful placements***	169	226	263	260	260

\* The daily number of trips removed is calculated by multiplying the number of employees participating in the employer's transit benefit program by 2 trips per day. This total is then multiplied by 250 (work days per year). This formula was developed by the Washington Metropolitan Council of Governments (COG).

\*\* Measure has been revised from previous documents. It reflects new applications submitted to the City's Office of Transit Services and Programs (OTSP) and to COG by City residents. It does not include applications to other agencies by City residents or the re-application of existing participants. The FY 2002 decrease in applications is due to a vacancy in the Ridesharing Coordinator position from December 2001 to March 2002.

\*\*\* The number of placements may exceed the number of applicants due to the number of placements including re-application by existing participants.

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The Division of Environmental Quality (DEQ) is responsible for environmental programs designed to protect the public's health and welfare and the City's environment. Programs administered by this division are across the media of air, noise, water, and land. Major programs include ambient air quality monitoring, inspections, enforcement, development review, and responding to complaints; noise control code enforcement and public information; advice and guidance related to toxic and hazardous materials and development review for the abatement of contaminated land as identified by the City and State; administration of the Chesapeake Bay Preservation Act and Erosion and Sediment Control law by means of development plan review; and environmental review of Special Use Permits (SUPs). This division is responsible for applying to and negotiating with the Virginia Department of Environmental Quality, the issuing of the National Pollutant Discharge Elimination System (NPDES) combined sewer system permits, and NPDES municipal separate storm sewer permit. The DEQ also ensures City compliance with these major environmental permits. The division actively participates in the maintenance of flood plains and stream corridors in an environmentally sensitive manner. As part of these activities, the division ensures compliance with stream maintenance-related environmental permits from various State and federal

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

agencies. The division also provides staff support to the Environmental Policy Commission and advises other City agencies on health and environmental issues.

<u>DIVISION:</u> Environmental Quality	<u>ACTUAL</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2004</u>	<u>PROPOSED</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>
General Fund Expenditures	386,831	560,223	604,051	621,823
<u>FULL-TIME STAFFING</u>	5	6 *	6	6
* Reflects the addition of one Water Compliance Specialist in the administration of the City's watershed management program.				

### INDICATORS AND MEASURES

OBJECTIVE: [Environmental Quality] To enforce the City Noise Control Code (Title 11, Chapter 5) by investigating complaints concerning loudspeakers, air conditioners and engine noises.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of complaints	41	61	46	60	60
Number of noise variance permits issued	140	171	244	175	175
Percent of complaints responded to within one day	100%	100%	100%	100%	100%
Percent of complaints closed within 10 days	20%	30%	27%	30%	30%

OBJECTIVE: [Environmental Quality] To administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) by investigating complaints and inspecting regulated facilities.

	Actual FY 2001	Actual FY 2002	Actual FY 2003	Estimated FY 2004	Projected FY 2005
Number of complaints	35	54	26	45	45
Number of air pollution inspections performed	32	22	15	20	20
Percentage of complaints responded to within one day	100%	100%	100%	100%	100%
Percentage of complaints closed within 10 days	10%	30%	41%	35%	35%

### WORK SESSION NOTES AND COMMENTS

## TRANSPORTATION AND ENVIRONMENTAL SERVICE

### Computation of FY 2005 Residential Refuse Fee

Addendum Table 1

FY 2005	
<u>Personnel Expenditures</u>	
Salaries and overtime costs (including proposed compensation adjustments)	\$792,897
Benefits	<u>262,042</u>
Total Personnel Expenditures	<b>\$1,054,939</b>
<u>Non-Personnel Expenditures</u>	
Refuse Tipping Fees FY 2005 assumes 1.3 tons disposed per household at a tip fee of \$65 per ton.	\$1,478,750
Vehicle Fuel and Maintenance	168,391
Vehicle Depreciation Charges	259,915
Uniforms/laundry/supplies	21,730
Replacement Super Cans	<u>39,889</u>
Total Non-personnel Expenditures	<b>\$1,968,675</b>
<u>Recycling</u>	
FY 2005 Residential Recycling Collection Contract	<b>\$560,000</b>
Total Expenditures	<b>\$3,583,614</b>
Total Number Residential Accounts	17,500
Residential Refuse Fee	<b>\$205</b>

**Notes:**

1. The City's FY 2005 residential refuse fee is currently based entirely on the direct cost of providing solid waste collection and disposal services to City residences. City overhead and administrative costs are not currently included in the fee calculation. The fee is computed by dividing the total cost by the total number of residential households that receive City refuse services and who are charged for that service.
2. The Approved FY 2005 rate of \$205 per household represents a \$20, or 10.8 percent, increase as compared to the Approved FY 2004 fee of \$185. This is the first Residential Refuse Fee increase since FY 2000.
3. Residential refuse fee calculation methodology excludes commercial refuse collection costs, as well as the costs of serving residential units occupied by the Alexandria Redevelopment and Housing Authority (ARHA) and Alexandria City Public Schools (ACPS) facilities.

# EDUCATION

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Other Educational Activities  
Schools

# OTHER EDUCATIONAL ACTIVITIES

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## OTHER EDUCATIONAL ACTIVITIES

**PROGRAM DESCRIPTION:** This category contains the budget for the City's contribution to the Northern Virginia Community College, which is a two-year institution serving Alexandria and Northern Virginia. This contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Area local governments, including the Cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park, as well as Arlington, Fairfax, Loudoun and Prince William Counties, contribute funding based upon each jurisdiction's share of the combined population of the localities served.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 APPROVED	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	0
NON-PERSONNEL	13,246	13,058	13,299	13,299
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>13,246</u>	<u>13,058</u>	<u>13,299</u>	<u>13,299</u>
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GENERAL FUND	<u>13,246</u>	<u>13,058</u>	<u>13,299</u>	<u>13,299</u>

PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 1.8%

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### City Manager Proposed

- The Proposed FY 2005 City General Fund budget contribution to the Northern Virginia Community College operating budget reflects an increase of \$241, or 1.8 percent, from the Approved FY 2004 General Fund contribution to the College. This increase is due to a change in the City's proportion of the total population of all participating jurisdictions.
- In addition to the operating contribution, the City provides funding for Alexandria's proportionate share of the College's capital costs. For more information on the City's Capital Contribution to the College, please refer to the City's Proposed FY 2005 - FY 2010 Capital Improvement Program document.

### City Council Approved

- City Council approved this Budget as proposed by the City Manager with no specific additions or deletions.
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## WORK SESSION NOTES AND COMMENTS

# SCHOOLS

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## SCHOOLS

**PROGRAM DESCRIPTION:** The Alexandria City Public Schools are governed by the Alexandria City School Board, which formulates, adopts, reviews and revises policies essential to school operations and conducts long-range planning based on community expectations and the recommendations of the Superintendent.

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### TOTAL FINANCIAL RESOURCES

	FY 2003 ACTUAL	FY 2004 AMENDED \1	FY 2005 PROPOSED	FY 2005 APPROVED
EXPENDITURES <ALL FUNDS> TOTALS\2	146,085,435	160,248,449	172,162,247	171,582,431
SPECIAL REVENUES AND OTHER SOURCES				
STATE AID\3	20,229,183	21,012,134	21,704,609	23,593,228
OTHER GRANTS AND SPECIAL PROJECTS\4	<u>10,526,572</u>	<u>18,044,981</u>	<u>17,879,481</u>	<u>17,879,481</u>
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>30,755,755</u>	<u>39,057,115</u>	<u>39,584,090</u>	<u>41,472,709</u>
GENERAL FUND	<u>115,329,680</u>	<u>121,191,334</u>	<u>132,578,157</u>	<u>130,109,722</u>
PERCENT CHANGE GENERAL FUND - FY 2004 TO FY 2005 APPROVED 7.4%				
FULL-TIME POSITIONS\5	2,097.73	2,078.81	2,078.20	2,078.20

- \1 The FY 2004 ACPS budget excludes the \$1,161,837 (Reserve for Encumbrances) and reflects revised Federal and Special Projects Revenue as shown in the ACPS Approved FY 2005 Budget.
- \2 Includes all expenditures associated with the FY 2005 Schools budget, including the Schools General Fund operating budget (\$156,906,530 including compensation adjustments), the School Lunch Fund (\$4,346,842) and Federal Grants and Special Projects (\$10,329,059).
- \3 The FY 2003 actual State aid receipts reflect the ACPS Comprehensive Annual Financial Report. The FY 2005 State aid figure is an estimate and is subject to change pending actual FY 2005 enrollment data, and State budget finalization.
- \4 The FY 2003 actuals exclude ACPS fund balance variance. The FY 2005 Other Grants and Special Projects include \$752,914 in miscellaneous local revenues, \$88,760 in federal (School's General Fund) monies, \$10,329,059 in other federal aid and special projects, \$4,346,842 in School Lunch Fund monies and a \$2,361,906 appropriation from the ACPS operating fund balance.
- \5 Includes all full-time equivalent (FTE) positions associated with the School Board's adopted budget, including the Schools General Fund operating budget, the School Lunch Fund, and Federal Grants and Special Projects. The number of positions reflected in FY 2003 and FY 2004 are different from previously published documents as a result of changes in grant funded positions and positions funded during the school year through differentiated resources.
- 

### City Manager Proposed

- The FY 2005 Proposed General Fund appropriation to the Schools is \$132,578,157, which represents an increase of \$11,386,823, or 9.4 percent, as compared to the FY 2004 appropriation to the Schools of \$121,191,334. The public school's operating budget is funded at 99.3 percent of the amount requested. The School Board's approved operating budget totals \$133.5 million in City funding, and calls for a 10.2 percent increase in City funding over last year – \$133.5 million versus \$121.2 million in FY 2004.
- As part of the effort to provide real estate tax relief, the proposed operating budget does not fully fund the School Board's submitted operating budget, just as it fails to fund all the spending requests of City departments. A total of \$960 thousand, or 0.7 percent of the School Board's submitted budget, has been reduced from the Board's request. With this reduction, City funding for public education operations still increases by 9.4 percent over last year, which compares to an 8.0 percent increase for City operations (excluding debt service, cash capital contributions and the contingency reserve).

## SCHOOLS

### City Council Approved

- The Approved FY 2005 Operating Budget reflects full funding of the School Board's requested budget. The approved appropriation reflects a reduction of \$2.0 million compared to the City Manager's proposed budget. During the add/delete process, City Council moved \$2.0 million from the City appropriation to a Contingent Reserves account in anticipation of increases in the State aid for the school system and a decrease in the amount needed to fund changes to the Virginia Retirement System employer contribution rate for teachers. Through a combination of \$1.9 million in revenue increases from the State, \$1.5 million in savings in VRS costs, the School Board's adopted budget of \$156,146,530, including \$2.3 million for a COLA for ACPS employees will be fully funded. The remainder of the additional funds (\$0.47 million) will be combined with the \$2 million in City K-12 contingency funds to provide additional cash capital funding for the new T.C. Williams construction project. The action to convert the K-12 contingent into cash capital funding for T.C. occurred subsequent to the adoption of the FY 2005 budget by City Council.
- 

### DEPARTMENT DETAIL

- School Board's Adopted FY 2005 Operating Budget - On February 19, 2004, the Alexandria School Board adopted its FY 2005 Alexandria City Public Schools operating budget in the amount of \$156,146,530. The Board's adopted operating budget (which excludes the School Lunch Fund and Special Projects) requested a City appropriation of \$131,238,341, which represents an increase of \$10,047,007, or 8.3 percent, as compared to the FY 2004 City appropriation of \$121,191,334. Employee compensation increases for a cost of living adjustment (COLA) were not included in this requested appropriation based on the expectation that the Schools would receive funding for a cost of living adjustment equal to that proposed for City employees. Funding for step increases for Schools employees was part of the Superintendent's "base" budget at a cost of \$3.2 million.

The School Board's adopted operating budget focuses on student achievement and includes the following highlights:

Modified School Calendar - Beginning in the 2004 - 2005 school year, students at Samuel Tucker Elementary School will attend classes under a modified school calendar, in which the school year will be divided into four 11-week blocks. The first nine weeks of each block will be devoted to traditional academics, followed by two week intersessions for both remediation and enrichment programs. The cost of the new initiative is budgeted at \$0.4 million and is expected to enhance student achievement by reducing the summer learning loss experienced by the traditional school calendar.

Laptops for Grades 10 - 12 - ACPS will continue to narrow the digital divide by expanding the laptop initiative, begun last year at Minnie Howard, to include students at T. C. Williams and the Secondary Training and Education Program. The expansion of the laptop initiative is expected to cost an additional \$1.8 million, including \$1.0 million for the lease of the units and approximately \$0.8 million for additional staffing, licenses, servers, network and other related costs.

## SCHOOLS

### DEPARTMENT DETAIL

Compensation and Benefits - In addition to \$3.2 million for merit increases for all eligible employees, the Board's approved budget provides \$0.5 million to realign the support staff salary schedules to market standards based on a classification and compensation study to be completed during FY 2004. In anticipation of an increase in health insurance premiums in the coming year, \$0.6 million is included to increase the School Board's contribution for health insurance for current and retired employees by ten percent. The Board's approved budget also includes an increase of \$3.52 million to cover an increase in the Virginia Retirement System contribution rate from the current rate of 3.77% to Governor Warner's proposed rate of 7.82%. The actual rate will not be known until the General Assembly session concludes later in the Spring.

T.C. Williams Construction Project Staff - The operating budget includes funding for two full-time employees to assist existing staff in managing construction activities of the new \$80.5 million, 470,000 square foot high school. The Project Manager and a Contracting Officer are expected to cost \$0.2 million in FY 2005. In addition to the project at T. C. Williams and the major renovation at Minnie Howard Ninth Grade Center, approximately 50 construction projects of varying size and scope are planned at facilities throughout the school district.

Other Initiatives - The School Board's Approved FY 2005 operating budget includes \$0.4 million to meet the federally-mandated requirements under No Child Left Behind; \$0.3 million to provide a math specialist at each elementary school; \$0.2 million in incentive pay for employees at Jefferson-Houston School for Arts and Academics, similar to the program in place at Maury Elementary School; \$0.1 million to expand the summer pre-kindergarten prep program to all elementary schools; and \$0.1 million for the State-mandated Triennial Census. The number of children identified in the 2005 Census will be used to distribute the Sales Tax proceeds for public education as part of the State's Basic Aid distribution formula.

Enrollment - The School's budget is based on the expectation that enrollment will continue to decline. The FY 2005 budget is based on an average daily membership (ADM) of 10,704, a decrease of 58 students compared to the ADM of the 2002-2003 school year of 10,762. The highly-diverse student population is expected to reflect generally the same demographic make up of the past several years except that the percentage of students enrolled in English as a Second Language continues to increase each year to its current 24.4 percent level (see Special Needs Composition of ACPS Students chart later in this section for details). The projected decline in enrollment results in the elimination of 12 homeroom teacher positions and four paraprofessional positions. Staffing reductions are expected to be made through attrition.

The School Board's adopted FY 2005 budget provides for the operation of thirteen elementary schools, two middle schools, one ninth-grade center, one high school and the Secondary Training and Education Program. Three of the elementary schools are Focus Schools: the Jefferson-Houston School for Arts and Academics, the Lyles-Crouch Traditional Academy, and the Mount Vernon Community School.

The Alexandria City Public Schools reported the following major accomplishments since the beginning of the 2003 - 2004 school year:

## SCHOOLS

### DEPARTMENT DETAIL

Twelve Schools Accredited - 12 of 16 schools have reached State accreditation according to Standards of Learning test results. Reaching or retaining accreditation this year are John Adams Elementary, Charles Barrett Elementary, Cora Kelly School for Math, Science, and Technology, Lyles-Crouch Traditional Academy, Douglas MacArthur Elementary, George Mason Elementary, Mount Vernon Community School, James K. Polk Elementary, William Ramsay Elementary, Samuel W. Tucker Elementary, Francis C. Hammond Middle and T. C. Williams High Schools. (For State reporting purposes, the scores of Minnie Howard 9<sup>th</sup> Grade Center, T. C. Williams High School and the STEP Center are reported as one school.) Two other schools – George Washington Middle and Patrick Henry Elementary – missed full accreditation by three points and two points, respectively. Students improved their passing rates in 18 of 25 categories on the Standards of Learning tests in 2003 (see 2003 SOL Spring Results table at the back of this section for details).

Post-secondary Education - Approximately 81 percent of the graduates of T.C. Williams High School Class of 2003 went on to pursue post-secondary education. Graduates now attend more than 110 colleges and universities in the country, including several Ivy League schools. T.C. Williams has produced numerous National Merit Scholarship Competition finalists, most recently 5 this school year.

Grant Awards - ACPS has teamed with several City agencies and area organizations and has received two new grant awards, including \$0.9 million for a history project and \$0.5 million for the physical education curricula. ACPS will work closely with George Mason University and the Office of Historic Alexandria on the project, "Creating a More Perfect Community: Improving the Teaching of Traditional American History in Alexandria, Virginia." Together with the City's Department of Recreation, Parks and Cultural Activities and the Alexandria Health Department, ACPS was awarded \$0.5 million for Project P.A.L. (Physically Active for Life), to increase students' physical fitness scores, their knowledge of fitness concepts, and to keep students more physically active outside of school.

More detailed information on school programs can be found in the Alexandria City Public Schools Final 2004-05 Operating Budget. For information on the Schools Capital Improvement Program, please refer to the Alexandria City Public Schools Final 2004-2005 Capital Improvement Program Budget, as well as the City's Approved FY 2005 - FY 2010 Capital Improvement Program (CIP). Copies of the School's budget documents may be obtained from the ACPS Office of the Assistant Superintendent for Financial and Administrative Services (telephone: 703/824-6644). In addition, copies of the operating budget are available for review in all Alexandria public schools and public libraries.

# SCHOOLS

## BUDGET DETAIL

The following chart provides a breakdown by major category in the Alexandria City Public Schools FY 2005 Operating Budget (not including CIP or Debt Service funding):

Percentage	Major Category	Staffing/1	Total Cost (millions)	Responsibilities
79.4%	Instruction	1,519.9	\$124.6	<ul style="list-style-type: none"> <li>Classroom teachers</li> <li>Special education teachers</li> <li>ESL teachers</li> <li>Guidance counselors</li> <li>Social workers</li> <li>Staff development</li> <li>Curriculum development</li> <li>Library and media services</li> <li>Instructional technology services</li> <li>Curriculum Specialists</li> <li>Differentiated resources</li> </ul>
8.9%	Operations and Maintenance	158.5	\$14.0	<ul style="list-style-type: none"> <li>Utilities and building leases</li> <li>Custodians/maintenance workers</li> <li>Building engineers</li> </ul>
8.2%	Administration, attendance and health	117.6	\$12.9	<ul style="list-style-type: none"> <li>Central business services</li> <li>Information technology services</li> <li>Nurses and Psychologists</li> <li>School and division administrators</li> <li>Public information services</li> <li>Evaluation and planning services</li> </ul>
3.2%	Transportation	125.0	\$5.0	<ul style="list-style-type: none"> <li>Regular day transportation</li> <li>Special education transportation</li> <li>Activity buses</li> <li>Field trips</li> <li>Summer school transportation</li> <li>Athletic event transportation</li> </ul>
0.3%	School food services and other non-instructional operations/2	11.0	\$0.5	<ul style="list-style-type: none"> <li>Cafeteria hostesses</li> <li>Community services</li> </ul>
100%		1,932.0	\$156.9 million	
Less Federal, State and Other funding			\$ 26.8 million	(Reflects anticipated increase in State revenue)
City Cost			\$130.1 million	

/1 Does not include positions supported by non-operating budget funds (School Lunch Fund and Federal and Special Projects Fund).

/2 Does not include the School Lunch Fund program of approximately \$4.3 million, which is a separate fund.

# SCHOOLS

## DEPARTMENT DETAIL

Addendum Table 1  
INTERJURISDICTIONAL COMPARISON OF SCHOOLS DATA  
based on data and methodology from the Washington Area Boards of Education Guide (WABE)

	FY 2003	FY 2004
<b>City of Alexandria: \1</b>		
Cost per pupil	\$11,914	\$12,918
Classroom teachers	1,126.80	1,046.10
Average teacher salary\4	\$54,224	\$55,151
Average class size		
(Students per elementary classroom teacher)	15.7	19.5
% of students receiving free or reduced price lunch	50%	51%
Scholastic Achievement Test (SAT) scores \5		
Average Math	491	495
Average Verbal	485	493
<b>Arlington County: \2</b>		
Cost per pupil	\$12,716	\$13,950
Classroom teachers	1,816.10	1,836.10
Average teacher salary\4	\$57,836	\$60,100
Average class size		
(Students per elementary classroom teacher)	19.8	19.6
% of students receiving free or reduced price lunch	38%	37%
Scholastic Achievement Test (SAT) scores \5		
Average Math	529	538
Average Verbal	523	541
<b>Fairfax County: \3</b>		
Cost per pupil	\$9,388	\$10,113
Classroom teachers	12,863.00	13,176.90
Average teacher salary\4	\$53,206	\$55,265
Average class size		
(Students per elementary classroom teacher)	21.8	21.1
% of students receiving free or reduced price lunch	20%	23%
Scholastic Achievement Test (SAT) scores \5		
Average Math	556	564
Average Verbal	540	546

\1 Based on total enrollment reported to WABE of 10,900 for FY 2003, and 11,113 for FY 2004.

\2 Based on total enrollment reported to WABE of 19,140 for FY 2003, and 19,232 for FY 2004.

\3 Based on total enrollment reported to WABE of 163,386 for FY 2003, and 166,746 for FY 2004.

\4 Calculated for the WABE guide using total teacher payroll divided by the number of teaching positions (FTEs).

\5 SAT scores are for the prior school year due to the timing of the test.

Source: The Washington Area Boards of Education Guides for FY 2004. The WABE Guides are produced in October of each school year, based on the approved budget for the fiscal year and September 30 enrollment information. Uniform formulas are developed by the WABE committee for consistency area wide. These numbers are comparable. However, the Alexandria cost per pupil differs from previously published budget documents and the cost per pupil data may differ from that reported in other jurisdictions' budget documents or other reports.

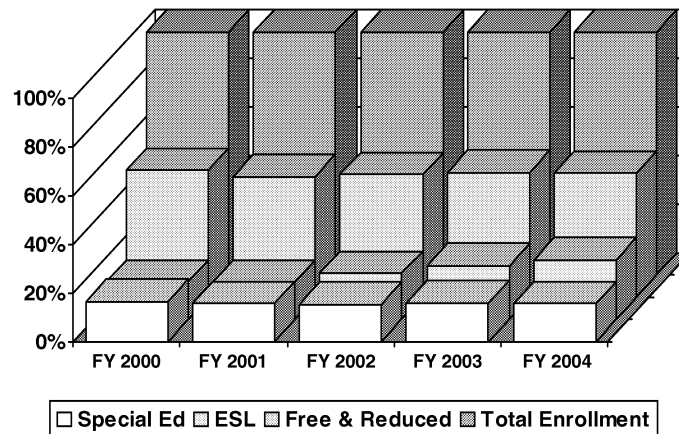


## SCHOOLS

### DEPARTMENT DETAIL

#### Student Demographics

### **SPECIAL NEEDS ENROLLMENT AS A PERCENT OF TOTAL ENROLLMENT**



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Special Needs Composition of ACPS Students by Percentage from 2000 through 2004 as of September 30, 2003					
School Year	2000	2001	2002	2003	2004
E.S.L./1	15.3%	15.4%	18.8%	22.0%	24.4%
Special Education/2	17.4%	15.7%	15.2%	15.9%	15.6%
Free & Reduced Lunch/3	53.3%	49.9%	50.4%	51.4%	51.0%
Enrollment/4	11,017	11,167	11,104	10,979	10,762

/1 English as a second language (E.S.L.) students are measured as of September 30.

/2 Special Education students are measured as of December 1.

/3 Free and Reduced Lunch students are measured as of October 31.

/4 Reflects average daily membership as of September 30 of the school year.

## SCHOOLS

### DEPARTMENT DETAIL

Special Needs Composition of Arlington County, Fairfax County and Alexandria City Public Schools Students by Percentage as of September 30, 2003/6			
Jurisdiction	Arlington County Public Schools/3	Fairfax County Public Schools/4	Alexandria City Public Schools/5
E.S.L./1	21.8%	13.9%	24.4%
Special Education	16.8%	7.4%	15.6%
Free & Reduced Lunch	36.1%	22.8%	51.0%
Enrollment/2	19,120	164,667	10,762

/1 English as a second language (E.S.L.) students.

/2 Reflects average daily membership as of September 30 of the school year.

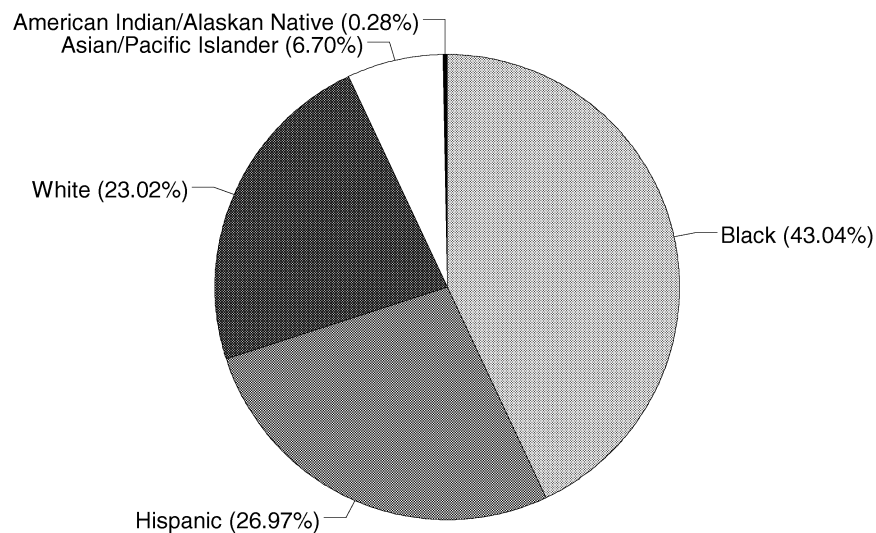
/3 Data provided by the Arlington County Public Schools.

/4 Data provided by the Fairfax County Public Schools.

/5 Data provided by the Alexandria City Public Schools.

/6 The data reflected in this chart is consistent with the data published in the budget documents for each school system. The free and reduced lunch percentages differ from the data published in the MABE guide due to variances in the date for which total enrollment is used.

### Ethnic Breakdown in ACPS as of September 30, 2003



# SCHOOLS

## STUDENT ACHIEVEMENT

### 2003 SOL Spring Results Comparison of Division 2000, 2001, 2002 and 2003 Passing Rates\* and the Change from 2002 to 2003

SOL Test	2000 Passing Rate (%)	2001 Passing Rate (%)	2002 Passing Rate (%)	2003 Passing Rate (%) ***	Change from 2002 to 2003
<b>Grade 3</b>					
English	59	63	72	73*	+1
Mathematics	66	77	81	89*	+8
History	53	62	71	74	+3
Science	64	66	71	74	+3
<b>Grade 5</b>					
English: Reading	68	73	78	80	+2
English: Writing	82	84	87	84	-3
Mathematics	64	66	72	72	0
History	41	58	67	75	+8
Science	59	71	78	75	-3
<b>Grade 8</b>					
English: Reading	62	67	67	66	-1
English: Writing	74	69	77	66	-11
Mathematics**	57	65	68	78	+10
History	43	49	79	78	-1
Science	70	79	79	76	-3
<b>High School</b>					
English: Reading	68	64	74	92	+18
English: Writing	79	75	78	88	+10
Algebra I	54	58	70	75	+5
Geometry	71	62	72	76	+4
Algebra II	64	75	79	81	+2
Earth Science	40	48	52	60	+8
Biology	67	70	79	83	+4
Chemistry	59	79	80	90	+10
World History I	70	72	83	84	+1
World History II	49	59	79	80	+1
Virginia and U.S. History	31	34	61	75	+14

\* Includes Remediation Recovery passing percentage bonus, which was higher than the adjusted total.

\*\* Includes all students in grades 6, 7, and 8 who took the eighth grade mathematics test.

\*\*\* Includes students in special situations.

# Appendices

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## Appendix A

### Glossary

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**ACCESS:** Alexandria's Children's Comprehensive and Enhanced Services System - a federal demonstration grant program established in the Department of Mental Health, Mental Retardation and Substance Abuse. While the grant terminated in FY 2001, the services provided by the ACCESS program continue under a fee-for-service model.

**ACPMT:** Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families.

**ACTIVITY:** A significant element of an agency's program responsibilities. Usually administered by a Division Chief, activities may encompass several related service delivery or support components.

**ACTUAL:** Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

**ADA:** Americans with Disabilities Act.

**ADEA:** Age Discrimination in Employment Act.

**ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS):** A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

**ALLOCATION:** A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly financial report.

**APPROPRIATION:** An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

**ASSESSMENT:** Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

**ASSESSED VALUE:** The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

**BPOL:** Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

**BOND - GENERAL OBLIGATION:** A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

**BUDGET:** A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

**BUDGET CALENDAR:** The schedule of key dates which a government follows in the preparation and adoption of the budget.

**BUDGET ORDINANCE:** The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

**BUDGET REVIEW PROCESS:** The evaluation of a proposed budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

**CAPITAL BUDGET:** Monies appropriated for the first year of the Capital Improvement Program.

**CAPITAL GOODS:** Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over \$5,000.

**CAPITAL IMPROVEMENT PROGRAM (CIP):** A six-year plan of proposed capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

**CAPITAL PROJECT:** A public improvement project undertaken as part of the Capital Improvement Program.

**CASH BASIS ACCOUNTING:** The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

**CASH CAPITAL FUNDING:** Monies appropriated for capital projects from the current operating budget.

**CITY DEPARTMENTS - DEPARTMENT, DIVISION, SECTION:** An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Divisions, and Divisions into Sections, each with more specific responsibilities.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

**COMPENSATION PHILOSOPHY:** A document approved by City Council on May 27, 1997, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix B of the budget document.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** Annual audited results of the City's financial position and activity.

**CONSTITUTIONAL OFFICERS:** Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff and Commonwealth's Attorney.

**CONSUMER PRICE INDEX (CPI):** A measure commonly used to indicate the rate of inflation. As calculated by the United States Bureau of Labor Statistics.

**CONTINGENT RESERVES:** An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

**COST-OF-LIVING:** An increase in salaries to offset the adverse effect of inflation on compensation.

**CPI:** Consumer Price Index published monthly by the U.S. Department of Labor. The CPI-U is an index of prices for urban areas and a separate index, the COP-U-DC is published for the Washington Metropolitan Area.

**DASH:** Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

**DELIVERED SERVICES:** Services that are provided to individuals, at the premise they occupy, by a City agency.

**DEBT SERVICE:** The amount of interest and principal that the City must pay on its debt.

**DOCKET:** An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal causes to be tried or registering legal actions, such as judgements and liens.

**ENCUMBRANCE:** An accounting reservation of funds representing a legal commitment to pay for future goods and services.

**ENTERPRISE FUND:** Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses. This fund accounts for the



City of Alexandria's recycling program, which began operations in Fiscal Year 1991 and includes the curbside residential operations, special pick-up for white goods, and newspaper and office paper recycling in all City government buildings.

**EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND:** A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment.

**EXPENDITURE:** Actual outlay of monies for goods and services.

**EXPENSES:** Expenditures and other obligations (e.g., encumbrances) to expend monies for goods and services.

**FISCAL YEAR (FY):** A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2005 begins on July 1, 2004, and ends on June 30, 2005.

**FRINGE BENEFITS:** Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

**FULL-TIME EQUIVALENT (FTE):** A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

**FULL ACCRUAL BASIS ACCOUNTING:** A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

**FULL-TIME POSITION:** A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

**FUND:** A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

**FUND BALANCE:** In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus," that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that

the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

**GASB:** The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

**GENERAL FUND:** The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

**GFOA:** Government Finance Officers Association of the United States and Canada.

**GIS:** Geographic Information System.

**GOALS:** Within the City's Performance Measurement processes, goals are broad statements of program impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

**GRANTS:** A transfer of State or federal monies to the City, usually for specific programs or activities.

**HB 599:** This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

**ITSC:** Information Technology Steering Committee.

**INDICATORS AND MEASURES:** Within the City's Performance Measurement processes, indicators and measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

**INTERGOVERNMENTAL REVENUE:** Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

**INTERNAL SERVICES FUND:** A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

**LIABILITY INSURANCE:** Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

**MANAGERS MESSAGE:** Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

**MH/MR/SA:** The City's Department of Mental Health, Mental Retardation and Substance Abuse.

**MODIFIED ACCRUAL ACCOUNTING:** A basis of accounting in which revenues are recognized in the period in which they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term “available” is limited to collection within forth-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

**NON-PASS THROUGH MONIES:** Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

**NON-PERSONNEL SERVICES:** Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

**OBJECTIVES:** Within the City’s Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of an objective may be determined by one or more indicators and measures.

**PART-TIME POSITION:** A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

**PERSONAL PROPERTY TAX:** A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

**PERSONNEL SERVICES:** Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

**PROGRAM:** An organized set of activities directed toward a common purpose or goal.

**PURCHASED SERVICES:** Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

**RECLASSIFICATION:** An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City’s personnel classification system.

**RESOLUTION:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

**REVENUES:** Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

**SPECIAL REVENUE FUND:** Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

**SUPPLEMENTAL REQUESTS:** Budget requests by City departments for new positions, new equipment, program expansions and/or expenditures in excess of the approved budget guidelines.

**TAX BASE:** All forms of property wealth under the City's jurisdiction that are taxable.

**VACANCY FACTOR:** Amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover and unfilled positions.

**WMATA:** Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

## APPENDIX B

### City of Alexandria Compensation Philosophy

The Compensation Philosophy was recommended by the Council Committee on the Watson Wyatt Report. This Council Committee reviewed compensation issues during the FY 1998 budget deliberations. City Council held a public hearing on the Compensation Philosophy on May 17, 1997, and adopted this final Compensation Philosophy on May 27, 1997.

#### Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to this community, that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions who are most likely to affect recruitment and retention of employees.

#### Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain and motivate qualified employees. To that end, the following principles govern compensation programs:

- ◆ Pay programs are intended to be competitive at a minimum with the minimum, mid-point and maximum salaries, with emphasis on the mid-point, of comparator organizations in the primary labor market. The primary labor market is currently defined as the Washington Metropolitan area Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- ◆ The City Manager may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract and retain specific positions or classification groups.
- ◆ The City will use benchmark jobs to obtain information on minimum, mid-point and maximum salary for an assessment of pay competitiveness through reliably published compensation survey data.
- ◆ Every five years, the City Manager will request the Personnel Department to conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any classes or classification series into competitive alignment and/or to address employee retention and turnover as needed. At any time the City Manager determines that any job classification needs to be reviewed more frequently than once every five years, necessary action may be taken to address the market position of such job.

- ◆ If a mid-point salary analysis shows that a position falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City Manager will propose action necessary to align the class with the competitive labor market for implementation at the next fiscal year or sooner, if financially feasible.

#### General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- ◆ Overall competitive posture of the organization.
- ◆ Cost-of-living changes, as determined by the CPI-U-DC (Consumer Price Index-Urban-for the Washington Metropolitan Area, published monthly by the U.S. Department of Labor, Bureau of Labor Statistics).
- ◆ Comparator organizations in the primary labor market.
- ◆ Financial affordability.

#### Pay Scales

The City Manager will promulgate two pay scales that include steps, one for public safety and one for general City employees. The pay scales will provide information on salary increases within a particular grade that an employee may expect from year-to-year if performing satisfactorily. Both the public safety and general City employee pay scales will have the same progression rules and step increases.

For all employees, the percentage increases in the salary schedule from year-to-year will not be the same amount every year in a particular grade, but will have some variability to reflect length of service and base salaries. To attract and retain employees in the early years of service, while base salaries are still relatively low, the percentage increase may be higher than for more senior employees, who are performing satisfactorily, and gaining more experience and providing even greater value to the City, but have a higher base salary. However, in all cases, employees will know the number of years necessary to reach maximum pay in a particular grade, performance expectations to advance in-grade, and career development opportunities to advance to another grade.

The specific pay scales will be competitive with the minimum, mid-point and maximum salaries for the primary labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of satisfactory performance and are based on merit. All employees should be made aware that such increases are a recognition of performance that meets or exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

#### Career Development Increases

The City Manager will direct the Personnel Department to develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparably with those in the primary

labor market. Such a structure enables existing employees in career ladder programs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who do grow in skill and capability to meet increased job responsibilities.

#### Education and Tuition Assistance

An objective in the compensation philosophy is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City Manager will direct the Personnel Department to prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average cost per employee of the budgets for the primary comparator jurisdictions.

#### Incentives

It is also the intent of the compensation philosophy to provide significant financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from \$1,000 to \$10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond the job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards being between \$100 and \$250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards.

In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

#### Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base.

# Appendix C

## General Salary Schedule Effective July 1, 2004- June 30, 2005

### Living Wage

For certain eligible positions, starting in FY 2002 City Council's Living Wage principles apply to the General Salary scale for applicable positions with the Living Wage rate of \$11.36 per hour. Eligible employees have been moved to steps within their grade so that their wage rate is at least \$11.36 per hour. The salary scale below notes the minimum salaries where the Living Wage rate has been established for eligible positions.

Approved  
City of Alexandria, Virginia FY 2005 Budget 10-16

Step Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1					23,699	24,529	25,387	26,276	27,195	28,147	28,795	29,457	30,134	30,827	31,537
2					24,761	25,627	26,524	27,453	28,414	29,408	30,084	30,776	31,484	32,208	32,949
3				24,676	25,910	26,817	27,755	28,727	29,732	30,773	31,481	32,205	32,946	33,703	24,478
4			24,587	25,816	27,107	28,056	29,038	30,054	31,106	32,195	32,935	33,693	34,467	35,260	36,071
5		24,494	25,719	27,005	28,355	29,348	30,375	31,438	32,538	33,677	34,452	35,244	36,055	36,884	37,732
6	24,396	25,616	26,897	28,242	29,654	30,692	31,766	32,878	34,029	35,220	36,030	36,858	37,706	38,573	39,460
7	25,532	26,809	28,149	29,557	31,034	32,121	33,245	34,408	35,613	36,859	37,707	38,574	39,461	40,369	41,297
8	26,723	28,059	29,462	30,936	32,482	33,619	34,796	36,014	37,274	38,579	39,466	40,374	41,302	42,252	43,224
9	28,063	29,466	30,940	32,487	34,111	35,305	36,541	37,820	39,143	40,513	41,445	42,398	43,374	44,371	45,392
10	29,292	30,756	32,294	33,909	35,604	36,850	38,140	39,475	40,857	42,287	43,259	44,254	45,272	46,313	47,379
11	30,675	32,209	33,819	35,510	37,285	38,590	39,941	41,339	42,786	44,283	45,302	46,344	47,410	48,500	49,616
12	32,121	33,727	35,413	37,184	39,043	40,409	41,823	43,287	44,802	46,370	47,437	48,528	49,644	50,786	51,954
13	33,639	35,321	37,087	38,942	40,889	42,320	43,801	45,334	46,921	48,563	49,680	50,822	51,991	53,187	54,410
14	35,338	37,105	38,960	40,908	42,953	44,457	46,013	47,623	49,290	51,015	52,188	53,389	54,617	55,873	57,158
15	37,099	38,954	40,902	42,947	45,095	46,673	48,307	49,997	51,747	53,558	54,790	56,050	57,339	58,658	60,007
16	38,958	40,906	42,951	45,099	47,354	49,011	50,726	52,502	54,339	56,241	57,535	58,858	60,212	61,597	63,013
17	40,903	42,948	45,096	47,351	49,718	51,458	53,259	55,123	57,053	59,050	60,408	61,797	63,218	64,672	66,160
18	42,952	45,099	47,354	49,722	52,208	54,035	55,927	57,884	59,910	62,007	63,433	64,892	66,385	67,911	69,473
19	45,095	47,350	49,718	52,203	54,814	56,732	58,718	60,773	62,900	65,101	66,599	68,130	69,697	71,300	72,940
20	47,347	49,715	52,201	54,811	57,551	59,565	61,650	63,808	66,041	68,353	69,925	71,533	73,178	74,861	76,583
21	49,715	52,201	54,811	57,552	60,429	62,544	64,733	66,999	69,344	71,771	73,422	75,111	76,838	78,605	80,413
22	52,197	54,807	57,547	60,425	63,446	65,667	67,965	70,344	72,806	75,354	77,087	78,860	80,674	82,529	84,428
23	54,808	57,549	60,426	63,448	66,620	68,952	71,365	73,863	76,448	79,124	80,943	82,805	84,710	86,658	88,651
24	57,546	60,423	63,444	66,617	69,948	72,396	74,930	77,552	80,266	83,076	84,986	86,941	88,941	90,986	93,079
25	60,417	63,438	66,610	69,940	73,437	76,008	78,668	81,421	84,271	87,221	89,227	91,279	93,378	95,526	97,723
26	63,440	66,612	69,943	73,440	77,112	79,811	82,604	85,495	88,488	91,585	93,691	95,846	98,051	100,306	102,613
27	66,429	69,750	73,238	76,900	80,745	83,571	86,496	89,523	92,657	95,900	98,105	100,362	102,670	105,031	107,447
28	69,750	73,238	76,900	80,745	84,782	87,749	90,821	93,999	97,289	100,694	103,010	105,380	107,803	110,283	112,819
29	73,241	76,903	80,748	84,785	89,024	92,140	95,365	98,703	102,158	105,733	108,165	110,653	113,198	115,801	118,465
30	76,899	80,744	84,781	89,020	93,471	96,742	100,128	103,636	107,260	111,014	113,567	116,179	118,852	121,585	124,382
31	80,738	84,775	89,014	93,464	98,138	101,572	105,128	108,807	112,615	116,557	119,238	121,980	124,786	127,656	130,592
32	84,775	89,014	93,465	98,138	103,045	106,651	110,384	114,248	118,246	122,385	125,200	128,079	131,025	134,039	137,122

Appendices  
DMW/PRD



## Appendix D

### Public Safety Salary Schedule Effective July 1, 2004 - June 30, 2005

Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Grade															
1	28,063	29,466	30,940	32,487	34,111	35,305	36,541	37,820	39,143	40,513	41,445	42,398	43,374	44,371	45,392
2	29,292	30,756	32,294	33,909	35,604	36,850	38,140	39,475	40,857	42,287	43,259	44,254	45,272	46,313	47,379
3	30,675	32,209	33,819	35,510	37,285	38,590	39,941	41,339	42,786	44,283	45,302	46,344	47,410	48,500	49,616
4	32,121	33,727	35,413	37,184	39,043	40,409	41,823	43,287	44,802	46,370	47,437	48,528	49,644	50,786	51,954
5	33,639	35,321	37,087	38,942	40,889	42,320	43,801	45,334	46,921	48,563	49,680	50,822	51,991	53,187	54,410
6	35,338	37,105	38,960	40,908	42,953	44,457	46,013	47,623	49,290	51,015	52,188	53,389	54,617	55,873	57,158
7	37,099	38,954	40,902	42,947	45,095	46,673	48,307	49,997	51,747	53,558	54,790	56,050	57,339	58,658	60,007
8	38,958	40,906	42,951	45,099	47,354	49,011	50,726	52,502	54,339	56,241	57,535	58,858	60,212	61,597	63,013
9	40,903	42,948	45,096	47,351	49,718	51,458	53,259	55,123	57,053	59,050	60,408	61,797	63,218	64,672	66,160
10	42,952	45,099	47,354	49,722	52,208	54,035	55,927	57,884	59,910	62,007	63,433	64,892	66,385	67,911	69,473
11	45,095	47,350	49,718	52,203	54,814	56,732	58,718	60,773	62,900	65,101	66,599	68,130	69,697	71,300	72,940
12	47,347	49,715	52,201	54,811	57,551	59,565	61,650	63,808	66,041	68,353	69,925	71,533	73,178	74,861	76,583
13	49,715	52,201	54,811	57,552	60,429	62,544	64,733	66,999	69,344	71,771	73,422	75,111	76,838	78,605	80,413
14	52,197	54,807	57,547	60,425	63,446	65,667	67,965	70,344	72,806	75,354	77,087	78,860	80,674	82,529	84,428
15	54,808	57,549	60,426	63,448	66,620	68,952	71,365	73,863	76,448	79,124	80,943	82,805	84,710	86,658	88,651
16	57,546	60,423	63,444	66,617	69,948	72,396	74,930	77,552	80,266	83,076	84,986	86,941	88,941	90,986	93,079
17	60,417	63,438	66,610	69,940	73,437	76,008	78,668	81,421	84,271	87,221	89,227	91,279	93,378	95,526	97,723
18	63,440	66,612	69,943	73,440	77,112	79,811	82,604	85,495	88,488	91,585	93,691	95,846	98,051	100,306	102,613

Please note: Appendix C and D that are published here are rounded to allow all the information to fit in the space available. For the non-rounded numbers, please refer to the City of Alexandria Classification and Pay Plans published annually by the Classification and Compensation Division of the Personnel Services Department.

## Appendix E

### General Schedule Classification Plan

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#### CLASS

CODE CLASS TITLE

OCCUPATIONAL GROUP

#### PAY PLAN: ADMINISTRATIVELY DETERMINED

5093	Admin. Aide/City Council	Administrative, Clerical and Office Services
2733	Assistant Court Administrator	Legal, Paralegal and Kindred
1030	City Attorney	Legal, Paralegal and Kindred
1071	City Clerk and Clerk of Council	Administrative, Clerical and Office Services
1096	City Manager	Policy Determining
1028	Clerk of the Circuit Court	Legal, Paralegal and Kindred
1029	Commonwealth's Attorney	Legal, Paralegal and Kindred
1090	Council Member	Policy Determining
2295	Court Administrator	Legal, Paralegal and Kindred
1139	Deputy City Clerk	Administrative, Clerical and Office Services
2254	Deputy Court Administrator	Legal, Paralegal and Kindred
6010	Deputy Court Clerk	Legal, Paralegal and Kindred
6009	Deputy Court Clerk Trainee	Legal, Paralegal and Kindred
1012	Director/Public Health	Medical, Dental, Hospital and Public Health
5385	Intern	Miscellaneous Occupations
1088	Mayor	Policy Determining
1070	Registrar	Policy Determining
1201	Special Projects Coordinator	Administrative, Clerical and Office Services
1089	Vice Mayor	Policy Determining
6002	Workshop Participant	Miscellaneous Occupations

## General Schedule Classification Plan

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### **GRADE AND SALARY: 01**

**\$23,699.20 to \$31,536.51**

5013 Clinical Psychologist Trainee  
5019 Library Page

Social Science and Welfare  
Library and Archives

### **GRADE AND SALARY: 02**

**\$24,760.75 to \$32,949.11**

6015 Clerk I  
8020 Custodian  
8025 Laborer I  
5554 Library Aide  
8015 Locker Room Attendant  
6001 Messenger

Administrative, Clerical and Office Services  
Equipment, Facilities and Services  
Equipment, Facilities and Services  
Library and Archives  
Equipment, Facilities and Services  
Administrative, Clerical and Office Services

### **GRADE AND SALARY: 03**

**\$24,676.20 to \$34,478.43**

6069 Assistant Registrar I  
5067 Companion Aide I  
6021 Delivery Clerk  
8040 Driver/Maintenance Aide  
8035 Refuse Collector

Miscellaneous Occupations  
Social Science and Welfare  
Administrative, Clerical and Office Services  
Equipment, Facilities and Services  
Equipment, Facilities and Services

### **GRADE AND SALARY: 04**

**\$24,586.80 to \$36,071.19**

6016 Clerk II  
6025 Clerk Typist I  
8003 Food Services Worker  
8044 Motor Vehicle Operator  
6062 Receptionist/Telephone Operator  
6032 Records Counter Clerk  
8011 Security Monitor  
5116 School Crossing Guard  
8065 Traffic Services Worker I

Administrative, Clerical and Office Services  
Administrative, Clerical and Office Services  
Equipment, Facilities and Services  
Equipment, Facilities and Services  
Administrative, Clerical and Office Services  
Administrative, Clerical and Office Services  
Public Safety and Enforcement  
Public Safety and Enforcement  
Equipment, Facilities and Services

### **GRADE AND SALARY: 05**

**\$24,494.25 to \$37,732.21**

6050 Account Clerk I  
6070 Assistant Registrar II  
8082 Automotive Parts Driver  
6060 Data Entry Operator I  
8030 Laborer II  
6005 Mail Distribution/  
Duplication Clerk  
5008 Program Aide I  
6505 Data Entry Operator II  
5038 Recreation Leader I

Accounting, Budget and Finance  
Miscellaneous Occupations  
Equipment, Facilities and Services  
Automatic Data Processing  
Equipment, Facilities, and Services  
Administrative, Clerical and Office Services  
Social Science and Welfare  
Automatic Data Processing  
Recreation

## General Schedule Classification Plan

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### **GRADE AND SALARY: 06**

**\$24,396.31 to \$39,460.40**

5073	Adult Health Care Activities Assistant	Social Science and Welfare
6026	Clerk Typist II	Administrative, Clerical and Office Services
8001	Cook	Equipment, Facilities and Services
6505	Data Entry Operator II	Automatic Data Processing
5022	Library Assistant I	Library and Archives
6030	Medical Records Assistant	Administrative, Clerical and Office Services
5028	Museum Aide I	Information and Arts
6038	Personnel Clerk I	Personnel Management and Employee Relations
6089	Property Clerk	Public Safety and Enforcement
8016	Rod and Chain Operator	Engineering and Architecture

### **GRADE AND SALARY: 07**

**\$25,532.06 to \$41,297.41**

6051	Account Clerk II	Accounting, Budget and Finance
3067	Assistant Food Services Specialist	Equipment, Facilities and Services
6023	Automotive Parts Specialist	Equipment, Facilities and Services
8041	Bus Driver	Equipment, Facilities and Services
5032	Case Aide	Social Science and Welfare
6027	Clerk Typist III	Administrative, Clerical and Office Services
5069	Companion Aide II	Social Science and Welfare
3176	Electronic Publishing Office Specialist I	Automatic Data Processing
8045	Equipment Operator I	Equipment, Facilities and Services
5540	Laboratory Aide	Medical, Dental, Hospital and Public Health
5024	Library Assistant II	Library and Archives
5542	Pharmacy Assistant	Medical, Dental, Hospital and Public Health
5011	Program Aide II	Social Science and Welfare
5125	Parking Enforcement Officer I	Public Safety and Enforcement
5548	Public Health Nurse Aide	Medical, Dental, Hospital and Public Health
6871	Public Safety Records Clerk	Administrative, Clerical and Office Services
7006	Traffic Services Worker II	Equipment, Facilities and Services

### **GRADE AND SALARY: 08**

**\$26,723.28 to \$43,224.19**

8004	Building Services Assistant	Engineering and Architecture
6008	Client Intake Services Worker	Administrative, Clerical and Office Services
3074	Computer Operator I	Automatic Data Processing
3816	Dental Assistant	Medical, Dental, Hospital and Public Health
8052	Horticultural Assistant	Biological Sciences
8017	Maintenance Worker	Equipment, Facilities and Services
5029	Museum Aide II	Information and Arts
5074	Museum Technician	Information and Arts

## General Schedule Classification Plan

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6039	Personnel Clerk II	Personnel Management and Employee Relations
5036	Recreation Leader II	Recreation
5016	Residential Detox Counselor I	Social Science and Welfare
6318	Secretary I	Administrative, Clerical and Office Services
5063	Youth Advisor	Social Science and Welfare
3064	X-ray Technician	Medical, Dental, Hospital and Public Health

### **GRADE AND SALARY: 09**

**\$28,063.31 to \$45,391.67**

3179	Assistant Impounding Officer I	Public Safety and Enforcement
6071	Assistant Registrar III	Miscellaneous Occupations
5531	Communication Clerk/T&ES	Administrative, Clerical and Office Services
5006	Coordinator/Fleet Maintenance	Equipment, Facilities and Services
7010	Equipment Operator II	Equipment, Facilities and Services
7005	Laborer III	Equipment, Facilities and Services
5026	Library Assistant III	Library and Archives
3802	Mental Health/Mental Retardation Technician I	Social Science and Welfare
5007	Planning Assistant I	Planning and Urban Development
6014	Police Services Clerk	Public Safety and Enforcement
5126	Parking Enforcement Officer II	Public Safety and Enforcement
3215	Sanitation Inspector	Public Safety and Enforcement
7002	Sign Fabricator	Equipment, Facilities and Services
3001	Supervisory Custodian	Equipment, Facilities and Services

### **GRADE AND SALARY: 10**

**\$29,291.77 to \$47,378.67**

6052	Account Clerk III	Accounting, Budget and Finance
3188	Code Enforcement Inspector I	Engineering and Architecture
3075	Computer Operator II	Automatic Data Processing
7033	Equipment Maintenance Specialist	Equipment, Facilities and Services
5121	Horticultural Specialist	Biological Sciences
6909	Legal Secretary I	Administrative, Clerical and Office Services
5023	Library Associate I	Library and Archives
3796	Licensed Practical Nurse	Medical, Dental, Hospital and Public Health
3198	Medical Records Technician	Administrative, Clerical and Office Services
7045	Offset Press Operator I	Equipment, Facilities and Services
5127	Parking Enforcement Officer III	Public Safety and Enforcement
5035	Recreation Leader III	Recreation
6319	Secretary II	Administrative, Clerical and Office Services
3818	Supervisory Bus Driver	Equipment, Facilities and Services
5448	Supervisor/Shelter	Social Science and Welfare
7035	Traffic Services Worker III	Equipment, Facilities and Services
3213	Transit Services Assistant	Transportation and Environmental Services

## General Schedule Classification Plan

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<b>GRADE AND SALARY: 11</b>		<b>\$30,674.78 to \$49,615.64</b>
5111	Administrative Technician	Administrative, Clerical and Office Services
4109	Assistant Dockmaster	Business and Industry
3160	Assistant Impounding Officer II	Public Safety and Enforcement
7018	Carpenter	Equipment, Facilities and Services
3095	Coordinator/Building Services I	Equipment, Facilities and Services
5120	Crime Prevention Technician	Public Safety and Enforcement
6506	Data Entry Operator III	Automatic Data Processing
3140	Eligibility Worker I	Social Science and Welfare
3045	Engineering Aide I	Engineering and Architecture
3181	Electronic Publishing Office Specialist II	Automatic Data Processing
6043	Executive Secretary	Administrative, Clerical and Office Services
3219	Fire Training Assistant	Personnel Management and Employee Relations
7015	Heavy Equipment Operator	Equipment, Facilities and Services
6869	Management Information Clerk	Automatic Data Processing
3804	Mental Health/Mental Retardation Technician II	Social Science and Welfare
3123	Personnel Assistant	Personnel Management and Employee Relations
6024	Personnel Clerk III	Personnel Management and Employee Relations
5550	Pharmacy Technician	Medical, Dental, Hospital and Public Health
5009	Planning Assistant II	Planning and Urban Development
3207	Purchasing Technician	Procurement and Supply
5105	Residential Counselor	Social Science and Welfare
5017	Residential Detox Counselor II	Social Science and Welfare
3267	Revenue Collection Specialist I	Business and Industry
3831	Supervisory School Crossing Guard	Public Safety and Enforcement
7034	Tree Trimmer	Equipment, Facilities and Services
<b>GRADE AND SALARY: 12</b>		<b>\$32,120.50 to \$51,954.06</b>
3206	Account Clerk IV	Accounting, Budget and Finance
7007	Apprentice Mechanic	Equipment, Facilities and Services
3071	Computer Operator III	Automatic Data Processing
3146	Community Services Specialist I	Social Science and Welfare
3231	Contract Technician	Procurement and Supply
3100	Coordinator/Building Services II	Equipment, Facilities and Services
3763	Emergency Communications Technician	Public Safety and Enforcement
3835	ITS Scheduler/Operations Librarian	Automatic Data Processing
5025	Library Associate II	Library and Archives

## General Schedule Classification Plan

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7050	Offset Press Operator II	Equipment, Facilities and Services
3153	Park Facilities Specialist	Equipment, Facilities and Services
3137	Senior Planning Technician	Planning and Urban Development
3197	Police Driving Instructor	Public Safety and Enforcement
2137	Rehabilitation Vocational Counselor I	Social Science and Welfare
6034	Secretary III	Administrative, Clerical and Office Services
3195	Special Police Officer	Public Safety and Enforcement
3126	Supervisory Account Clerk	Accounting, Budget and Finance
3201	Supervisory Parking Enforcement Officer	Public Safety and Enforcement
3200	Supervisor/Property & Evidence Room	Public Safety and Enforcement
2453	Therapeutic Recreation Leader	Medical, Dental, Hospital and Public Health
7040	Traffic Signal Repair Technician	Equipment, Facilities and Services

### **GRADE AND SALARY: 13**

**\$33,639.13 to \$54,410.39**

2291	Administrative Assistant	Administrative Clerical and Office Services
3235	Assessment Records Specialist	Business and Industry
3150	Building Systems Technician	Equipment, Facilities and Services
3025	Caseworker	Social Science and Welfare
3187	Caseworker/Intake & Referral	Social Science and Welfare
3189	Code Enforcement Inspector II	Engineering and Architecture
3172	Computer Applications Instructor	Automatic Data Processing
3223	Family Advocacy Project Coordinator	Social Science and Welfare
2601	Curator I	Information and Arts
3836	Customer Support Engineer I	Automatic Data Processing
3148	Eligibility Worker II	Social Science and Welfare
3155	Employment and Training Specialist	Social Science and Welfare
3192	Engineering Aide II	Engineering and Architecture
3065	Epidemiology Program Representative	Medical, Dental, Hospital and Public Health
3205	Electronic Publishing Office Specialist III	Automatic Data Processing
7031	Facilities Maintenance Specialist	Equipment, Facilities and Services
3244	Food Services Specialist	Equipment, Facilities and Services
3815	Impounding Officer	Public Safety and Enforcement
6910	Legal Secretary II	Administrative Clerical and Office Services
2612	Museum Education Specialist	Information and Arts
3161	Personnel Technician	Personnel Management and Employee Relations
3082	Real Estate Appraiser I	Business and Industry
5034	Recreation Leader IV	Recreation
2334	Recreation Specialist	Recreation

## General Schedule Classification Plan

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2319	Relocation Advisor I	Housing
3268	Revenue Collection Specialist II	Business and Industry
3121	Sewer Inspector (TV)	Equipment, Facilities and Services
5113	Supervisory Administrative Technician	Administrative, Clerical and Office Services
3248	Supervisor/ Alexandria Battered Women's Shelter	Social Science and Welfare
3008	Supervisor/Labor	Equipment, Facilities and Services
3120	Supervisor/Records	Administrative, Clerical and Office Services
2040	Supervisor/Recreation I	Recreation
3038	Survey Instrument Operator	Engineering and Architecture
3099	Traffic Survey Technician	Transportation and Environmental Services
3824	Victim-Witness Specialist I	Legal, Paralegal and Kindred
3304	Zoning Inspector	Planning and Urban Development

### GRADE AND SALARY: 14

**\$35,337.69 to \$57,157.76**

3115	Accounting Technician	Accounting, Budget and Finance
3225	Assistant Superintendent/ Solid Waste	Equipment, Facilities and Services
7020	Automotive Mechanic	Equipment, Facilities and Services
3157	Automotive Services Advisor	Equipment, Facilities and Services
3106	Coordinator/Building Services III	Equipment, Facilities and Services
4110	Dockmaster	Business and Industry
3193	Hack Inspector	Public Safety and Enforcement
3860	Latent Print Examiner	Public Safety and Enforcement
3784	Law Clerk	Legal, Paralegal and Kindred
3832	Outreach/Prevention Specialist	Social Science and Welfare
3196	Police Range Officer	Public Safety and Enforcement
3142	Senior Eligibility Worker	Social Science and Welfare
3236	Senior Planning Technician	Planning and Urban Development
5110	Senior Residential Counselor	Social Science and Welfare
3232	Supervisory Cartographer	Planning and Urban Development
3041	Supervisor/Equipment Maintenance	Equipment, Facilities and Services
3260	Supervisor/Facilities Maintenance	Equipment, Facilities and Services
3028	Supervisor/Mail Distribution/ Duplication	Administrative, Clerical and Office Services
3169	Supervisor/Maintenance Project	Equipment, Facilities and Services
6044	Supervisory Secretary III	Administrative, Clerical and Office Services
2354	Therapist I	Social Science and Welfare
3233	Traffic Signal Repair Technician	Equipment, Facilities and Services
3101	Traffic Operations Technician	Transportation and Environmental Services
3825	Victim-Witness Specialist II	Legal, Paralegal and Kindred
5061	Volunteer Developer	Social Science and Welfare



## General Schedule Classification Plan

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<b>GRADE AND SALARY: 15</b>	<b>\$37,099.49 to \$60,007.41</b>
2316 Accountant I	Accounting, Budget and Finance
2371 Administrative Assistant/Mayor	Administrative, Clerical and Office Services
2339 Administrative Officer I	Administrative, Clerical and Office Services
2279 Assistant Director/ADHCC	Social Science and Welfare
3116 Assistant Superintendent/ Construction and Maintenance	Equipment, Facilities and Services
3113 Assistant Superintendent/ Transportation	Transportation and Environmental Services
3097 Buyer I	Procurement and Supply
2080 Civil Engineer I	Engineering and Architecture
3202 Community Services Specialist II	Social Science and Welfare
2315 Consumer and Citizens' Affairs Investigator	Business and Industry
2409 Contract Administrator	Procurement and Supply
3776 Contract Procurement Specialist	Business and Industry
2719 Coordinator/Employment Services	Social Science and Welfare
2327 Coordinator/Youth Services	Public Safety and Enforcement
3837 Customer Support Engineer II	Automatic Data Processing
2401 Educational Assistant	Social Science and Welfare
3141 Eligibility Fraud Investigator	Social Science and Welfare
2263 Fiscal Analyst	Accounting, Budget and Finance
2309 Human Rights Investigator	Legal, Paralegal and Kindred
2231 Landscape Architect	Engineering and Architecture
2311 Landlord/Tenant Investigator	Housing
2072 Librarian I	Library and Archives
2055 Nutritionist	Medical, Dental, Hospital and Public Health
2338 Police Personnel Recruiter	Personnel Management and Employee Relations
3813 Polygraph Examiner	Public Safety and Enforcement
5545 Public Information Specialist	Information and Arts
2344 Recycling Program Specialist	Transportation and Environmental Services
3125 Research Historian	Library and Archives
2258 Safety Officer	Business and Industry
2292 Supervisory Administrative Assistant	Administrative, Clerical and Office Services
3768 Supervisory Emergency Communications Technician	Public Safety and Enforcement
2639 Telecommunications Specialist	Equipment Facilities, and Services
3015 T&ES Inspector I	Engineering and Architecture
3117 Traffic Computer Specialist	Automatic Data Processing
2092 Urban Planner I	Planning and Urban Development
3139 Vocational Services Specialist	Social Science and Welfare
2211 Youth Services Program Specialist	Social Science and Welfare

## General Schedule Classification Plan

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<b>GRADE AND SALARY: 16</b>		<b>\$38,957.90 to \$63,013.35</b>
3280 Assistant Superintendent/Parks and Facilities		Equipment, Facilities and Services
3290 Assistant Superintendent/Tree Maintenance		Equipment, Facilities and Services
3158 Automotive Diagnostician		Equipment, Facilities and Services
3834 Automotive Parts Manager		Equipment, Facilities and Services
2252 Behavior Management Specialist		Social Science and Welfare
3190 Code Enforcement Inspector III		Engineering and Architecture
4023 Coordinator/Pool Site		Recreation
1174 Deputy Registrar		Miscellaneous Occupations
3238 Fire Protection System Specialist		Engineering and Architecture
3184 Health and Community Education Specialist		Information and Arts
2163 Infant Development Specialist		Social Science and Welfare
3194 Lease Management Assistant		Business and Industry
2185 Management Analyst I		Administrative, Clerical and Office Services
3224 Park Manager		Equipment, Facilities and Services
2130 Personnel Analyst I		Personnel Management and Employee Relations
2060 Public Health Nurse I		Medical, Dental, Hospital and Public Health
2069 Registered Nurse		Medical, Dental, Hospital and Public Health
2244 Rehabilitation Vocational Counselor II		Social Science and Welfare
3269 Revenue Collection Specialist III		Business and Industry
2260 Sanitarian I		Medical, Dental, Hospital and Public Health
2449 Supervisor I/Therapeutic Recreation		Medical, Dental, Hospital and Public Health
3234 Supervisor/Traffic Signal Repair		Equipment, Facilities and Services
3039 Survey Party Chief		Engineering and Architecture
3222 T&ES Inspector II		Engineering and Architecture
2452 Therapeutic Recreation Specialist		Medical, Dental, Hospital and Public Health
2355 Therapist II		Social Science and Welfare
2378 Transit Specialist		Transportation and Environmental Services
<b>GRADE AND SALARY: 17</b>		<b>\$40,903.29 to \$66,159.96</b>
2465 Arborist		Biological Sciences
2057 Audiologist		Medical, Dental, Hospital and Public Health
2357 Coordinator/Jury		Legal, Paralegal and Kindred
2128 Coordinator/Volunteer Services		Social Science and Welfare
2602 Curator II		Information and Arts
3838 Customer Support Engineer III		Automatic Data Processing
2297 Inmate Classification Counselor		Public Safety and Enforcement

## General Schedule Classification Plan

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2511	Internal Auditor I	Accounting, Budget and Finance
3047	Land Survey Analyst	Engineering and Architecture
2073	Librarian II	Library and Archives
3237	Maintenance and Renovation Specialist	Engineering and Architecture
7039	Master Electrician	Equipment, Facilities and Services
3107	Medical Laboratory Technician	Medical, Dental, Hospital and Public Health
2461	Naturalist I	Biological Sciences
2336	Police Personnel Specialist	Personnel Management and Employee Relations
3083	Real Estate Appraiser II	Business and Industry
2322	Relocation Advisor II	Housing
2030	Social Worker I	Social Science and Welfare
2349	Supervisory Administrative Officer I	Administrative, Clerical and Office Services
2690	Supervisor/Employment and Training	Social Science and Welfare
3063	Supervisor/Horticulture	Biological Sciences
2251	Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
2041	Supervisor II/Recreation	Recreation
3128	Supervisor/Technical	Equipment, Facilities and Services
3002	Superintendent/Refuse Collection	Equipment, Facilities and Services
3183	Superintendent/Refuse Disposal and Street Cleaning	Equipment, Facilities and Services

### **GRADE AND SALARY: 18**

**\$42,951.77 to \$69,473.34**

2325	Assistant Vocational Services Manager	Social Science and Welfare
2306	Buyer II	Procurement and Supply
2082	Civil Engineer II	Engineering and Architecture
3180	Computer Programmer	Automatic Data Processing
2633	Computer Systems Analyst I	Automatic Data Processing
3773	Construction Field Representative	Engineering and Architecture
2352	Coordinator/ASAP	Legal, Paralegal and Kindred
2395	Coordinator I/Community Service Programs	Social Science and Welfare
3822	Coordinator I/Rehabilitation Loan	Housing
2470	Coordinator/Special Services	Recreation
3228	GIS Specialist	Planning and Urban Development
2307	Law Librarian	Library and Archives
3250	Network Engineer I	Automatic Data Processing
2514	Pharmacist I	Medical, Dental, Hospital and Public Health
3154	Plans Examiner	Engineering and Architecture
2410	Senior Contract Administrator	Procurement and Supply

## General Schedule Classification Plan

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2364	Supervisory Administrative Assistant to Counsel	Administrative, Clerical and Office Services
3220	Supervisory Automotive Mechanic/Advisor	Equipment, Facilities and Services
3191	Code Enforcement Field Supervisor	Engineering and Architecture
3152	Existing Structures Inspection Supervisor	Engineering and Architecture
3217	Supervisory Graphic Artist	Information and Arts
3091	Supervisor/Personal Property Tax	Business and Industry
3226	T&ES Inspector III	Engineering and Architecture
2358	Transportation Information Specialist	Transportation and Environmental Services

### **GRADE AND SALARY: 19**

**\$45,095.26 to \$72,940.37**

2317	Accountant II	Accounting, Budget and Finance
3819	Air Pollution Control Specialist	Transportation and Environmental Services
2129	Budget/Management Analyst I	Accounting, Budget and Finance
2380	Computer Programmer/Analyst I	Automatic Data Processing
2644	Computer Systems Analyst II	Automatic Data Processing
2209	Coordinator/Assisted Residential Services	Social Science and Welfare
3129	Coordinator/Fire Emergency Communications	Public Safety and Enforcement
2234	Coordinator/Housing Program	Housing
2161	Coordinator/Vocational and Pre-vocational Services	Social Science and Welfare
2351	Electrical Engineer	Engineering and Architecture
2393	Epidemiologist	Medical, Dental, Hospital and Public Health
2086	Fire Protection Engineer	Engineering and Architecture
2341	Fiscal Officer I	Accounting, Budget and Finance
2119	Housing Analyst	Housing
2074	Librarian III	Library and Archives
2090	Mechanical Engineer	Engineering and Architecture
2131	Personnel Analyst II	Personnel Management and Employee Relations
2180	Police Records Manager	Administrative, Clerical and Office Services
2689	Program Analyst	Administrative, Clerical and Office Services
2363	Probation Officer	Public Safety and Enforcement
2294	Public Affairs Officer	Information and Arts
2285	Public Health Nurse II	Medical, Dental, Hospital and Public Health
2388	Public Safety Information Officer	Information and Arts
2415	Quality Assurance Specialist	Social Science and Welfare
2177	Real Estate Officer	Housing
2298	Records Administrator/Archivist	Administrative, Clerical and Office Services

## General Schedule Classification Plan

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3272	Revenue Collections Specialist IV	Business and Industry
2261	Sanitarian II	Medical, Dental, Hospital and Public Health
2088	Structural Engineer	Engineering and Architecture
2394	Supervisor Alexandria Community Corrections Programs	Public Safety and Enforcement
2026	Supervisor/Eligibility	Social Science and Welfare
3827	Supervisor/Identification	Public Safety and Enforcement
2333	Supervisor III/Recreation	Recreation
2232	Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
3040	Superintendent/Construction and Maintenance	Equipment, Facilities and Services
3035	Superintendent/Parks and Facilities Maintenance	Equipment, Facilities and Services
3033	Superintendent/Transportation	Transportation and Environmental Services
2093	Urban Planner II	Planning and Urban Development
2736	Water Quality Comp Specialist	Transportation and Environmental Services

### **GRADE AND SALARY: 20**

**\$47,347.47 to \$76,583.25**

2340	Administrative Officer II	Administrative, Clerical and Office Services
2801	Archaeologist	Information and Arts
2464	City Arborist	Biological Sciences
2084	Civil Engineer III	Engineering and Architecture
2655	Computer Systems Analyst III	Automatic Data Processing
2212	Coordinator/Community and Family Advocacy	Social Science and Welfare
2305	Coordinator/Emergency Planning	Public Safety and Enforcement
2730	Coordinator/Information Technology Services	Automatic Data Processing
2296	Program Coordinator	Social Science and Welfare
3823	Coordinator II /Rehabilitation Loan	Housing
2302	Coordinator/Site Plan/Administrative Assistant	Planning and Urban Development
2403	Coordinator/Telecommunications	Equipment, Facilities, and Services
2229	Coordinator/Victim-Witness Assistance	Legal, Paralegal and Kindred
1165	Director/Adult Day Health Care Center	Social Science and Welfare
2276	Director/Elderly Assisted Living Program	Social Science and Welfare
2301	Early Childhood Development Training Specialist	Social Science and Welfare
1017	Elections Administrator	Policy Determining
2342	Fiscal Officer II	Accounting, Budget and Finance

## General Schedule Classification Plan

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4098 Inmate Records/Classification Manager	Public Safety and Enforcement
2416 Librarian IV	Library and Archives
2186 Management Analyst II	Administrative, Clerical and Office Services
2460 Naturalist II	Biological Sciences
3251 Network Engineer II	Automatic Data Processing
2250 Nurse Practitioner	Medical, Dental, Hospital and Public Health
2560 Psychiatric Nurse	Medical, Dental, Hospital and Public Health
2286 Public Health Nurse III	Medical, Dental, Hospital and Public Health
2031 Social Worker II	Social Science and Welfare
2411 Space Planner	Planning and Urban Development
2413 Senior Probation Officer	Public Safety and Enforcement
3084 Senior Real Estate Appraiser	Business and Industry
3209 Supervisor/Electronic Publishing Office	Automatic Data Processing
2024 Supervisor/Business and Professional Licence	Business and Industry
2454 Supervisor/Fire Personnel	Personnel Management and Employee Relations
2335 Supervisor/Police Personnel and Training	Personnel Management and Employee Relations
2042 Supervisor IV/Recreation	Recreation
2300 Supervisor/Revenue	Business and Industry
3266 Supervisor/Tax Services & Enforcement	Business and Industry
2450 Supervisor II/Therapeutic Recreation	Medical, Dental, Hospital and Public Health
3229 Systems Programmer Specialist	Automatic Data Processing
2368 Traffic Signal Systems Engineer	Engineering and Architecture
2310 Transportation Planner	Transportation and Environmental Services
2348 Watershed Program Administrator	Engineering and Architecture

### **GRADE AND SALARY: 21**

**\$49,715.33 to \$80,413.23**

2018 Assistant City Attorney I	Legal, Paralegal and Kindred
2015 Assistant Commonwealth's Attorney I	Legal, Paralegal and Kindred
2168 Budget/Management Analyst II	Accounting, Budget and Finance
2323 Buyer III	Procurement and Supply
2321 Circuit Court Law Clerk	Legal, Paralegal and Kindred
2379 Computer Programmer/Analyst II	Automatic Data Processing
2396 Coordinator II/Community Services Program	Social Science and Welfare
2162 Coordinator/Residential Services	Social Science and Welfare
1164 Coordinator/Transportation	Transportation and Environmental Services
1148 Division Chief/Communications	Equipment, Facilities and Services

## General Schedule Classification Plan

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1210 Division Chief/ITS Customer Services	Administrative, Clerical and Office Services
2417 Librarian V	Library and Archives
3255 Lotus Notes Support Engineer	Automatic Data Processing
1118 Museum Director	Information and Arts
2107 Pharmacist II	Medical, Dental, Hospital and Public Health
2381 Radio System Manager	Public Safety and Enforcement
2406 Supervisor/Business Tax Audit	Business and Industry
2369 Supervisor/Crime Analyst	Automatic Data Processing
2320 Supervisor/Financial Reporting	Accounting, Budget and Finance
2326 Supervisor/Fire Maintenance	Public Safety and Enforcement
2062 Supervisor/Public Health Nurse	Medical, Dental, Hospital and Public Health
2241 Supervisor/Recreation V	Recreation
2709 Supervisory/Sanitarian	Medical, Dental, Hospital and Public Health
2367 Supervisor/Treasury	Accounting, Budget and Finance
2356 Therapist III	Social Science and Welfare
2384 Urban Designer	Planning and Urban Development
2094 Urban Planner III	Planning and Urban Development

### **GRADE AND SALARY: 22**

**\$52,197.27 to \$84,427.66**

2362 Budget/Management Analyst III	Accounting, Budget and Finance
2308 Chief of Surveys	Engineering and Architecture
1107 City Archaeologist	Information and Arts
2386 Civil Engineer IV	Engineering and Architecture
2391 Computer Systems Analyst IV	Automatic Data Processing
1166 Consumer Affairs Administrator	Business and Industry
2290 Coordinator/Domestic Violence Program	Social Science and Welfare
2277 Coordinator/Long-Term Care Services	Social Science and Welfare
2324 Director/Alternative Programs	Public Safety and Enforcement
2281 Director/Residential Programs	Social Science and Welfare
2331 Human Services Program Administrator	Social Science and Welfare
2512 Internal Auditor II	Accounting, Budget and Finance
3252 Network Engineer III	Automatic Data Processing
2083 Risk Manager	Business and Industry
2360 Senior Circuit Court Law Clerk	Legal, Paralegal and Kindred
2350 Supervisory Administrative Officer II	Administrative, Clerical and Office Services
2068 Supervisor/Court Services	Legal, Paralegal and Kindred
3171 Supervisor/Laboratory	Medical, Dental, Hospital and Public Health
2208 Supervisory Landscape Architect	Engineering and Architecture
2414 Supervisor/PIE Program	Social Science and Welfare
2687 Supervisory Program Analyst	Administrative, Clerical and Office Services
2032 Supervisory Social Worker	Social Science and Welfare

## General Schedule Classification Plan

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2373	Supervisory/Therapist	Social Science and Welfare
2389	Supervisor/Urban Planner	Planning and Urban Development

### **GRADE AND SALARY: 23**

**\$54,808.33 to \$88,651.03**

1042	Affirmative Action Officer	Policy Determining
1086	Assistant to the City Manager	Administrative, Clerical and Office Services
2562	Clinical Psychologist I	Social Science and Welfare
2382	Computer Programmer/Analyst III	Automatic Data Processing
2370	Day Support Services Coordinator	Social Science and Welfare
2646	Database Administrator I	Automatic Data Processing
2565	Supervisor/Clinical/Substance Abuse Services	Social Science and Welfare
2412	Engineering Supervisor	Engineering and Architecture
1160	Supervisor/Environmental Quality Program	Transportation and Environmental Services
2727	Web Architect	Automatic Data Processing

### **GRADE AND SALARY: 24**

**\$57,546.02 to \$93,079.14**

2020	Assistant City Attorney II	Legal, Paralegal and Kindred
2016	Assistant Commonwealth's Attorney II	Legal, Paralegal and Kindred
2387	City Architect	Engineering and Architecture
2563	Clinical Psychologist II	Social Science and Welfare
2383	Computer Programmer/Analyst IV	Automatic Data Processing
2716	Coordinator/CJIS	Automatic Data Processing
2731	Coordinator/Organizational Development	Policy Determining
2734	Coordinator/Special Project/Recreation	Administrative, Clerical and Office Services
2647	Database Administrator II	Automatic Data Processing
1067	Deputy Director/Office of Code Enforcement	Engineering and Architecture
1200	Director/ <i>Alexandria Works!!</i>	Social Science and Welfare
1137	Director/Consultation and Education	Social Science and Welfare
1138	Director/Consultation and Education Program	Social Science and Welfare
1145	Director/Office for Early Childhood Development	Social Science and Welfare
1177	Director/Office of Economic Opportunities	Social Science and Welfare
1002	Director/Office of Employment and Training	Social Science and Welfare
1152	Director/Office on Youth	Social Science and Welfare
1222	Director/Aging and Adult Services	Social Science and Welfare



## General Schedule Classification Plan

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1167	Division Chief/Administrative Services	Administrative, Clerical and Office Services
1221	Division Chief/Capital Projects	Engineering and Architecture
1151	Division Chief/Construction	Engineering and Architecture
1209	Division Chief/Environmental Services	Transportation and Environmental Services
1181	Division Chief/Facilities Maintenance	Equipment, Facilities and Services
1225	Division Chief/GIS	Planning and Urban Development
1007	Division Chief/Housing Program Implementation	Housing
1034	Division Chief/Landlord-Tenant Relations	Housing
1940	Division Chief/Maintenance	Equipment, Facilities and Services
1933	Division Chief/Motor Equipment	Equipment, Facilities and Services
1149	Division Chief/Personnel Services	Personnel Management and Employee Relations
1041	Division Chief/Solid Waste	Equipment, Facilities and Services
1021	Division Chief/Treasury	Accounting, Budget and Finance
1228	Division Chief Quality Improvement	Social Science and Welfare
1214	Emergency Management Coordinator	Public Safety and Enforcement
2728	Pension Administrator	Personnel Management and Employee Relations
1016	Purchasing Agent	Procurement and Supply
1168	Supervisor/Chief of Eligibility	Social Science and Welfare
2559	Supervisor/Mental Health Team	Social Science and Welfare

### **GRADE AND SALARY: 25**

**\$60,417.14 to \$97,723.11**

1162	Director/Community Support Program	Social Science and Welfare
1183	Director/Juvenile Mental Health Services Division	Social Science and Welfare
1204	Director/Office on Human Rights	Legal, Paralegal and Kindred
1099	Director/Office on Women	Social Science and Welfare
1131	Director/Outpatient Program/Mental Health	Social Science and Welfare
1127	Director/Outpatient Program/Substance Abuse	Social Science and Welfare
1154	Director/Research and Evaluation	Social Science and Welfare
1227	Division Chief/Database Management	Automatic Data Processing
1620	Division Chief/Design	Engineering and Architecture
1226	Division Chief/Network Services	Administrative, Clerical and Office Services

## General Schedule Classification Plan

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1051	Division Chief/Planning & Zoning	Planning and Urban Development
1134	Division Chief/Recreation	Recreation
1013	Division Chief/Revenue Administration	Business and Industry
1185	Division Chief/Transit Services	Transportation and Environmental Services
1038	Division Chief/Transportation	Transportation and Environmental Services
2343	Fiscal Officer III	Accounting, Budget and Finance

### **GRADE AND SALARY: 26**

**\$63,440.18 to \$102,612.80**

2372	Assistant City Attorney III	Legal, Paralegal and Kindred
2377	Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
1941	Deputy Director/General Services	Equipment, Facilities and Services
1047	Deputy Director/Library	Library and Archives
1938	Deputy Director/Management and Budget	Accounting, Budget and Finance
1170	Deputy Director/Office of Housing	Housing
1190	Deputy Director/Personnel Services	Personnel Management and Employee Relations
1197	Deputy Finance Director/ Comptroller	Accounting, Budget and Finance
2361	Director/Dental Services	Medical, Dental, Hospital and Public Health
1143	Director/Nursing	Medical, Dental, Hospital and Public Health
1216	Division Chief/Applications	Automatic Data Processing
1215	Division Chief/Network and Security Services	Automatic Data Processing
1169	Chief Social Worker Supervisor	Social Science and Welfare

### **GRADE AND SALARY: 27**

**\$66,428.95 to \$107,447.07**

1213	Associate Director/Acute and Emergency Services	Social Science and Welfare
1212	Associate Director/Administrative Services	Administrative, Clerical and Office Services
1211	Associate Director/Extended Care Services	Social Science and Welfare
2385	Assistant City Attorney IV	Legal, Paralegal and Kindred
2374	Assistant Commonwealth's Attorney IV	Legal, Paralegal and Kindred
1189	Deputy Director/ITS	Automatic Data Processing
1219	Deputy Director/Planning and Zoning	Planning and Urban Development
1936	Deputy Director/Real Estate Assessments	Business and Industry

## General Schedule Classification Plan

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1202 Deputy Director/Recreation and Natural Resources & Capital Projects	Recreation
1186 Deputy Director/Recreation/Program Operations	Recreation
1635 Deputy Director/T&ES Engineering	Engineering and Architecture
1135 Director/Court Services	Legal, Paralegal and Kindred
1147 Division Chief/Environmental Health	Medical, Dental, Hospital and Public Health
1188 Legislative Director	Policy Determining
1217 Public Information Officer	Policy Determining
1203 Special Assistant/Parks and Recreation	Recreation

### **GRADE AND SALARY: 28**

**\$69,750.37 to \$112,819.37**

2376 Assistant City Attorney V	Legal, Paralegal and Kindred
2375 Assistant Commonwealth's Attorney V	Legal, Paralegal and Kindred
1063 Deputy Chief/Police	Public Safety and Enforcement
1636 Deputy Director/T&ES Operations	Transportation and Environmental Services
1208 Deputy Director/T&ES Transportation and Transit	Transportation and Environmental Services
1182 Deputy Fire Chief	Public Safety and Enforcement
1171 Director/Division of Community Programs	Social Science and Welfare
1196 Director/Division of Job Link	Social Science and Welfare
1059 Director/Office of Code Enforcement	Engineering and Architecture
1060 Director/Social Services Division	Social Science and Welfare
1058 Undersheriff	Public Safety and Enforcement

### **GRADE AND SALARY: 29**

**\$73,240.61 to \$118,464.71**

2561 Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
1132 Deputy Commonwealth's Attorney	Legal, Paralegal and Kindred
1048 Director/Library	Library and Archives
1091 Director/Office of Citizen Assistance	Policy Determining
1057 Director/Office of Historic Alexandria	Information and Arts
1056 Director/Real Estate Assessments	Business and Industry
1136 Medical Supervisor	Medical, Dental, Hospital and Public Health

## General Schedule Classification Plan

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### **GRADE AND SALARY: 30**

**\$76,898.70 to \$124,381.60**

1023	Director/Finance	Accounting, Budget and Finance
1035	Director/General Services	Equipment, Facilities, and Services
1191	Director/ITS	Automatic Data Processing
1094	Director/Management and Budget	Accounting, Budget and Finance
1102	Director/Office of Housing	Housing
1066	Director/Personnel Services	Personnel Management and Employee Relations
1045	Director/Recreation, Parks and Cultural Activities	Recreation
2564	Senior Clinical Psychiatrist	Medical, Dental, Hospital and Public Health

### **GRADE AND SALARY: 31**

**\$80,738.10 to \$130,591.72**

1206	Assistant City Manager	Policy Determining
1032	Director/Human Services	Social Science and Welfare
1223	Director/Mental Health, Mental Retardation & Substance Abuse	Social Science and Welfare
1218	Director/Planning and Zoning	Planning and Urban Development
1039	Director/Transportation and Environmental Services	Transportation and Environmental Services
1079	Fire Chief	Public Safety and Enforcement
1062	Chief of Police	Public Safety and Enforcement
1098	Sheriff	Public Safety and Enforcement

## Appendix F

### Public Safety Classification Plan

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CLASS CODE	CLASS TITLE	OCCUPATIONAL GROUP
<b>GRADE AND SALARY: 06</b>		<b>\$35,337.69 to \$57,157.76</b>
3828	Emergency Rescue Technician I	Medical, Dental, Hospital and Public Health
<b>GRADE AND SALARY: 07</b>		<b>\$37,099.49 to \$60,007.41</b>
4091	Deputy Sheriff I	Public Safety and Enforcement
4096	Deputy Sheriff II	Public Safety and Enforcement
4075	Fire Fighter I	Public Safety and Enforcement
4045	Police Officer I	Public Safety and Enforcement
4049	Police Officer II	Public Safety and Enforcement
<b>GRADE AND SALARY: 08</b>		<b>\$38,957.90 to \$63,013.35</b>
3163	Deputy Fire Marshal I	Public Safety and Enforcement
4097	Deputy Sheriff III	Public Safety and Enforcement
3829	Emergency Rescue Technician II	Medical, Dental, Hospital and Public Health
4074	Fire Fighter II	Public Safety and Enforcement
4046	Police Officer III	Public Safety and Enforcement
<b>GRADE AND SALARY: 09</b>		<b>\$40,903.29 to \$66,159.96</b>
4099	Deputy Sheriff IV	Public Safety and Enforcement
4048	Police Officer IV	Public Safety and Enforcement
<b>GRADE AND SALARY: 10</b>		<b>\$42,951.77 to \$69,473.34</b>
3164	Deputy Fire Marshal II	Public Safety and Enforcement
4050	Police Corporal	Public Safety and Enforcement
<b>GRADE AND SALARY: 12</b>		<b>\$47,347.47 to \$76,583.25</b>
3165	Deputy Fire Marshal III	Public Safety and Enforcement
3056	Deputy Sheriff/Sergeant	Public Safety and Enforcement
3830	Emergency Rescue Technician III	Medical, Dental, Hospital and Public Health
3833	Fire Lieutenant	Public Safety and Enforcement
3057	Police Sergeant	Public Safety and Enforcement

## Public Safety Classification Plan

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<b>GRADE AND SALARY: 13</b>	<b>\$49,715.33 to \$80,413.23</b>
3166 Deputy Fire Marshal/Chief	Public Safety and Enforcement
<b>GRADE AND SALARY: 14</b>	<b>\$52,197.27 to \$84,427.66</b>
2181 Deputy Sheriff/Lieutenant	Public Safety and Enforcement
2010 Fire Captain	Public Safety and Enforcement
2012 Police Lieutenant	Public Safety and Enforcement
<b>GRADE AND SALARY: 16</b>	<b>\$57,546.02 to \$93,079.14</b>
1077 Fire Marshal	Public Safety and Enforcement
<b>GRADE AND SALARY: 17</b>	<b>\$60,417.14 to \$97,723.11</b>
2182 Deputy Sheriff/Captain	Public Safety and Enforcement
1116 Fire Battalion Chief	Public Safety and Enforcement
2013 Police Captain	Public Safety and Enforcement
<b>GRADE AND SALARY: 18</b>	<b>\$63,440.18 to \$102,612.80</b>
1156 Deputy Sheriff/Chief	Public Safety and Enforcement

The Chief of Police, Fire Chief, Sheriff, Deputy Chief of Police, Deputy Fire Chief, and Undersheriff positions are reflected in the General Schedule Classification Plan (Appendix E).

## Appendix G

### FY 2005 Approved City Holidays July 1, 2004 - June 30, 2005

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Independence Day (observed)	Monday	July 5, 2004
Labor Day	Monday	September 6, 2004
Columbus Day	Monday	October 11, 2004
Thanksgiving Day	Thursday	November 25, 2004
Day after Thanksgiving (in lieu of Veteran's Day)	Friday	November 26, 2004
Christmas Eve (observed)	Thursday	December 23, 2004
Christmas Day (observed)	Friday	December 24, 2004
New Year's Holiday (observed)	Monday	January 3, 2005
Martin Luther King, Jr. Day (observed)	Monday	January 17, 2005
Presidential Inauguration Day	Thursday	January 20, 2005
President's Day	Monday	February 21, 2005
Memorial Day	Monday	May 30, 2005

## Appendix H

### Relevant Budget Legislative References

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#### State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

#### City Charter

##### General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.07: The City Manager may at any time transfer any unencumbered appropriation or portion thereof within the accounts of an office, department or agency. The City Council when advised of the details by the City Manager may, by duly docketed resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.



Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

#### **Responsibility of the City Manager for the Budget:**

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

- (a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;
- (b) An estimate of receipts from current ad-valorem taxes on real estate and personal property, and from all other sources;
- (c) A statement of debt service requirements;
- (d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,
- (e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

**Responsibility of the City Council for the Budget:**

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the Council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

City Ordinances and Resolutions

**Ordinance 4291 - Adopted February 22, 2003,<sup>1</sup>  
Establishing the Budget and Fiscal Affairs Advisory Committee**

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130      Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

- (1) seven members, one each of whom shall be designated by the mayor and members of city council;
- (2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;
- (3) one member designated by the Alexandria School Board; and
- (4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

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<sup>1</sup>The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

(d) All members of the committee shall:

- (1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;
- (2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and
- (3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.
- (4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

- (1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;
- (2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;
- (3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and
- (4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

**Resolution No. 2088**  
**Budget Resolution Regarding the Treatment of**  
**Final Revenue Adjustments During the Budget Process**

WHEREAS, the City of Alexandria and the Greater Washington region face continued economic challenges; and

WHEREAS, the Alexandria City Council has previously exhibited restraint when considering its annual budget and financial policies; and

WHEREAS, the Alexandria City Council wishes to establish structure surrounding upcoming budget deliberations to ensure responsible actions with current economic resources;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, adhere to the following rules of procedure:

**Section (a) Proposed Budget for the City of Alexandria -**

(1) For purposes of this resolution, the budget baseline of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager of the City of Alexandria.

(2) For purposes of this resolution, the Office of Management and Budget shall provide revenue and/or expenditure projections for any motion or amendment which could affect the proposed budget specified in paragraph (1).

**Section (b) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Undesignated Fund Balance in Proposed Budget -**

(1) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if such motion or amendment would have the effect of increasing any specific budget outlays above the level of such outlays contained in the proposed budget specified in section (a) of this resolution, or would have the effect of reducing any specific revenues below the level contained in the proposed budget specified in section (a) of this resolution, unless such motion or amendment makes at least an equivalent reduction in other specific budget outlays, identifies an equivalent increase in other specific revenues, or an equivalent combination thereof.

(2) In the Alexandria City Council, any appropriation from the Undesignated Fund Balance or any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(3) In the event that the City Manager recommends final revenue adjustments that result in a net increase or net decrease from the revenue estimates specified in section (a) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation from the Undesignated Fund Balance. As specified in Section 2 (b), any appropriation from the Undesignated Fund Balance beyond that proposed in the Manager's proposed budget, including the net effect of final revenue adjustments, shall require an affirmative vote of five Council Members.

**Section (c) Expiration -- The provisions of this resolution shall expire on June 30, 2006.**

## Debt Ratio Policies Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the designation of fund balance for capital project funding. These updated policies are as follows:

Debt as a Percentage of Fair Market Real Property Value  
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt Per Capita as a Percentage of Per Capita Income  
Target = 2.25 percent; Limit = 3.25 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

Debt Per Capita  
Target = An amount equal to 2.25 percent of per capita income  
Limit = An amount equal to 3.25 percent of per capita income

This ratio indicates the per capita debt burden and is a general indicator of the City's debt burden. A smaller ratio indicates a lighter burden. The debt per capita target is set on sliding scale so that growth in per capita income allows a gradual and equivalent increase in debt per capita.

Debt Service as a Percentage of General Government Expenditures  
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

Unreserved General Fund Balance as a Percentage of General Fund Revenue  
Target = Not applicable; Limit = 10 percent

Undesignated General Fund Balance as a Percentage of General Fund Revenue  
Target = 5.5 percent; Limit = 4.0 percent

Unrestricted Net Assets as a Percentage of General Revenues  
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unreserved General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unreserved General Fund Balance that is comparable to the ratio maintained by other double-triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Undesignated General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unreserved balance includes designations that the City Council has made but presumably could change. Net assets corresponds to stockholders' equity for publicly traded companies. The larger the undesignated General Fund Balance or unrestricted net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for undesignated general fund balance and unrestricted net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance-oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be a designation within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as



confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

The City will annually prepare a six-year capital improvement program. In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of six-year scenarios of possible future revenues and expenditures that match the six year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of six-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2003 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia  
Computation of Legal Debt Margin  
as of June 30, 2003

Assessed Value of Real property, January 1, 2003 . . . . .	\$19,348,250,400
Debt Limit: 10 Percent of Assessed Value . . . . .	1,934,825,040
Amount of Debt Applicable to Debt Limit: . . . . .	
General Obligations Bonds . . . . .	<u>\$143,615,000</u>
 Total General Obligation Debt . . . . .	 <u>143,615,000</u>
 LEGAL DEBT MARGIN . . . . .	 <u>\$1,791,210,040</u>

Limitations on the Incurrence of General Obligation Debt:

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that:

No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.

## Appendix I

### Laypersons's Guide to Fund Balance

The following information is based on the November 18, 1997 BFAAC report to City Council. City Council received the BFAAC report on December 9, 1997. The information in this summary has been updated by OMB and Finance based on the City's Comprehensive Annual Financial Report as of June 30, 2003, and incorporates information regarding the financial reporting model for state and local governments.

#### The Importance of Explaining the General Fund Balance

The presentation and explanation of the general fund balance to the City Council, the citizens of Alexandria and representatives of the media is a difficult task. As the Government Financial Officers Association (GFOA) has said in its Elected Official's Guide to Fund Balance:

In our system of government, crucial decisions involving the lives of citizens are placed in the hands of elected officials. Many of these decisions involve the allocation of scarce financial resources. Arguments for and against proposed allocations of financial resources often focus on "fund balance." Unfortunately, published discussions of fund balance, as a rule, are directed toward the professional accountant rather than toward the elected official or others who may not have background or experience in governmental accounting and financial reporting. Accordingly, elected officials often find themselves in the difficult position of having to weigh arguments involving fund balance with only a vague, or even erroneous understanding of its true nature and significance.

In Alexandria, because we have benefitted from sound financial management by City staff, wise decisions by City Council and good fortune, we have fund balances. For that reason, it is particularly important that the nature of the general fund balance and its necessity to the fiscal health of the City be clearly articulated in terms and with language that can be widely understood. This nontechnical discussion of the general fund balance, especially as it has been maintained in Alexandria, is offered with this purpose in mind.

This document is an explanation of how the name, concept and meaning of the general fund balance will change due to the new rules governing the reporting of municipal government finances. The City has implemented the recently issued GASB Statement No.34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments. GASB Statement No. 34, labeled by GASB as "the most significant change in the history of government financial reporting," mandated that by FY 2002, governments comparable to the City of Alexandria, amend their financial reporting to provide additional information about their fiscal health including information about the status of public infrastructure. In order to take a leading position in this area, utilize City accounting data and professional resources, as well as to get hands-on experience with the new reporting requirements, the City fully implemented the standard with the FY 2000 Comprehensive Annual Financial Report, two years ahead of the GASB mandate. As a result the City of Alexandria was the first government in Virginia, the largest local government, and among the first governments in the United States to fully adopt the new reporting standards.

## Use and Protection of the Fund Balance Under the City's Fiscal and Debt Related Financial Policies

The fiscal policies of the City of Alexandria and mandatory accounting rules have established a wise and prudent set of checks and balances to help ensure the City's fiscal stability. Neither the City's total fund balance, its unreserved general fund balance, or its designated fund balance, should be referred to as a "rainy day fund" or seen as a "savings" easily available for meeting emergency needs. As will be explained below, reservations of some portion of the general fund balance are required by accounting rules that cannot be ignored. Designations of some of the unreserved balances represent decisions of the City Council and Manager that financial resources need to be set aside now to meet future needs.

Only the remaining undesignated fund balance is available for meeting other unknown future financial needs. And this undesignated fund balance is not available for expenditure as would be recurring revenues. The City Council has imposed on itself a rule that it cannot appropriate undesignated fund balances beyond that proposed in the City Manager's budget except by an affirmative vote by at least five members of the Council. This is an appropriate balancing of the need to make such balances available if truly necessary in the judgment of the elected leaders of the City and the need to protect against the temptation to use this balance to meet recurring operating needs when recurring operating revenues are not sufficient.

Indeed, the City Council has stated its policy to "not establish a trend of using General Fund equity to finance current operations." Specifically, its debt related financial policies declare that "the City will not finance operations from the General Fund equity balance for periods longer than two years."

It is prudent to maintain some sort of balance. A portion of the balance is required to provide the City with adequate cash flow. For example, the real estate tax, which is the City's largest single revenue source, is collected in November and June, but payroll expenditures occur every two weeks. The City has adopted a debt related financial policy that it will not issue tax or revenue anticipation notes to fund governmental operations, so it must manage its cash flow in a way that provides funds to meet all working capital needs at all times. The balance also helps to protect against unanticipated expenditures or lower than expected revenues.

## The General Fund "Checkbook" Balance Under Current Municipal Government Accounting Methods

Under current municipal government financial reporting methods, the general fund is one of several types of "governmental funds". As the GFOA says, "Governmental funds are designed to measure the current financial resources on hand at the end of a period that are available to be spent or appropriated in future periods." The GFOA continues:

The focus of a governmental fund (e.g. general fund) is similar to that of an individual wishing to know what his or her checkbook balance will be after the last paycheck for the month has been deposited, and after all of the checks written to pay this month's bills have been cashed. This balance is significant because it represents the financial resources available to help pay next month's bills.

Under these current accounting methods, the general fund balance therefore can be considered to be the checkbook balance of Alexandria. It represents the best estimate of the current financial resources available at the end of the accounting period for spending in future periods.

To determine the checkbook balance of the City, decisions have to be made about whether or not a "check" has been written by the City. In most cases, this is obvious. The obligation of City funds for payroll and the purchase of goods and services is easily measured and reported. There are some other instances in which it is not so clear whether the City has incurred or faces a certain future obligation. The touchstone to deciding these questions is whether the City has financial resources that are readily available for spending in future periods.

#### Changing from the Checkbook Analogy to the Taxpayers' Equity Analogy With the Changes in Accounting Methods

Under GASB Statement No. 34, state and local governments are required to report their financial condition using government-wide financial statements and fund financial statements. The government-wide financial statements use an approach that is most similar to the approach used in the financial statements of all publicly traded companies in the U.S. The fund financial statement will retain the traditional method of accounting (modified accrual accounting) for governmental funds. Under the fund financial statements, the differences between fund assets and liabilities would continue to be reported as the reserved and unreserved fund balances.

Government-wide financial statements require a single statement that consolidates governmental activities and business-type activities. These government-wide statements are to be prepared on the full accrual basis of accounting. All revenues and expenses connected with the fiscal year will be taken into account even if the cash involved has not actually been received or paid. All capital assets, including infrastructure assets, are to be reported on the balance sheet and depreciation is to be reported as a charge to operations each period. All long-term liabilities, including debt are to be reported on the balance sheet and accrued interest is to be reported as a charge to operations each period.

With these changes, the government-wide financial statement now reports "net assets" at the bottom line. These net assets represent available financial resources, but with a longer time horizon to measure availability for future spending. The analogy of the checking account balance will be replaced by the analogy of stockholders equity, or more appropriately for municipal government finances, "taxpayers' equity." The taxpayers' equity is equal to the net asset value of the City of Alexandria.

Under GASB Statement No. 34, the general governmental fund (which contains 80% of City revenues and expenditures) will continue under modified accrual accounting rules in the fund financial statements. Accordingly, the current budget practices in regards to reorganizing revenues and expenditures that parallel modified accrual accounting rules also will not change.

## Understanding the Difference Between the General Fund Balance, Net Assets and Cash Balance

One common misconception is that the fund balance or net assets of the City is the same as the cash balance of the City. Cash itself is a financial resource, but it is not necessarily the only financial resource available to the City. The City may have available to it other financial resources (such as tax revenues collected by the State but not yet distributed to the City) that represent real financial resources available for spending in future periods, but not reflected yet in the cash balance. Similarly, the City holds cash that is needed to pay bills already incurred but not yet paid for. Under the longer term view of the taxpayers' equity analogy, the cash balance concept is even further distanced from truly representing the financial health of the City.

To focus on the cash balance of the City would be like focusing on the account balance you have at the bank, without recognizing the checks that you have already written and dispersed that have not yet been cashed by those to whom you have given the checks. These checks have not yet been cleared by the bank and deducted from your account, but they reduce your checkbook balance. Furthermore, the cash balance does not recognize the value of the assets held by the City or the eventual long term cost of such obligations such as the need to eventually pay employees for their leave balances.

### Reserved General Fund Balance

Sometimes the checkbook balance of the City is limited by commonly used accounting restrictions or other legal restrictions that make certain funds unavailable for future spending by the City. Under current Generally Accepted Accounting Principles (GAAP) for the fund financial statements, the City must reserve funds to equal its inventory of supplies and its encumbrances. The inventory of supplies includes supplies that are to be used within the year. Encumbrances include undelivered orders (contracts under which goods or services have been ordered but not yet delivered and paid for). The accounting rationale for these reserves is that the inventory of supplies, notes receivable and encumbrances are not financial resources available for future spending by the City. As of June 30, 2003, the City had \$1,537,404 in inventory of supplies and \$2,386,468 in encumbrances. These funds are said to be "reserved" balances.

### Designated Fund Balance

Current accounting rules for municipal governments also recognize what are termed "designations" of fund balances. Sometimes governments wish to specifically segregate or " earmark " financial resources for specified purposes. Such " earmarking " is reflected in financial statements by means of "designations." For example, a government may wish to "designate" resources to help meet obligations expected to arise in connection with claims and judgments.

Only the chief executive officer or the legislative body of a government may create a designation. Also from GFOA:

It is very important to distinguish between "reserves" (i.e., "reserved fund balance") and "designations." The former are an indication that financial resources are not available for appropriation, whereas the latter only indicate

that management would prefer to use available financial resources for a specified purpose. Accordingly, although earmarked, designations remain an integral part of a government's spendable or appropriable resources (i.e., "unreserved fund balance").

The unreserved fund balance as of June 30, 2003 was \$54,193,856. Against this unreserved fund balance, the following designations to yield an undesignated general fund or checkbook balance of \$27,324,498 were made:

- \$6,000,000 appropriated in fiscal year 2003 to balance the fiscal year 2004 budget as approved by City Council;
- \$1,758,449 to help fund the FY 2005 proposed operating budget;
- \$4,200,000 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP);
- \$1,184,951 for operating fund projects that were incomplete as of June 30, 2003;
- \$564,323 designated to help fund the City's recycling program;
- \$953,000 from the one cent designated from the June 2003 real estate tax payments to fund the acquisition of open space through the FY 2004 - 2009 Capital Improvement Program.
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program); and
- \$7,208,635 to cover somewhat less than 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (GASB) in June 1999.

#### Designations in the Approved Fiscal Year 2005 Budget

In the fiscal year 2005 operating budget, the City Council approved the following changes in designations:

- The cancellation of the designation from fund balance of \$1,758,449 for the FY 2005 operating budget and the reallocation of these funds to the CIP;
- \$751,000 to fund Public Safety overhires related to possible retirements, turnover and the time of police and fire academy training;
- \$4,334,000 to balance the FY 2005 operating budget;
- \$72,489 as an incentive for departmental efficiency savings for future expenditures; and

- \$7,536,116 to fund capital projects contained in the FY 2005-2010 Capital Improvement Program, including a new designation of \$5,777,667, and a change in a previous designation of \$1,758,449 from operating budget funding support to CIP funding.

Based on projected revenues and expenditures in fiscal year 2004, the undesignated General Fund balance at June 30, 2004 is currently estimated to be \$27,892,859, or 6.9 percent of projected FY 2004 General Fund revenues; and the unreserved General Fund balance is estimated to be \$52,795,099, or 13.1 percent of projected General Fund revenues.

#### The Power to Designate and the Effects of a Designation

Although the City Manager proposes the amounts to be designated for several items as noted above, only the City Council has the power to approve designations of fund balances. Only the City Council can make appropriations from the unreserved fund balance for expenditure. As provided for in a resolution adopted by City Council in 1997, any appropriations from the undesignated fund balance beyond that proposed in the City Manager's proposed budget requires the affirmative vote of five members of the City Council.

The effect of a designation, therefore, is to remove certain funds from availability for future appropriation outside the purpose of the designation. Council can, by simple majority, approve the City Manager's estimate of a reduction in a designation.

From the fund accounting perspective described above, this undesignated general fund balance is the equivalent of the checkbook balance of the City of Alexandria. The required reservations and designations made as policy choices by the City Council and generally recommended by the City Manager are analogous in the checkbook example to checks written and presented for payment but not yet cleared through the bank. It is entirely reasonable for the City Council and the City Manager to debate how much should be set aside in designations as described above. These decisions are the equivalent of making real spending decisions in the annual budget, even if cash is not immediately exchanged for goods or services.



# APPENDIX J EXPENDITURE SAVINGS FROM CITY DEPARTMENTS

Expenditure Savings From City Departments	Efficiency Savings	Service Reductions	Total Savings and Reductions	Efficiency* Savings Designated as Reserves
Police**	-\$292,348	-\$110,000	-\$402,348	\$0
Fire	-\$138,754	-\$141,250	-\$280,004	\$0
T&ES	-\$122,820	-\$97,703	-\$220,523	\$0
Sheriff	-\$78,286	-\$107,559	-\$185,845	\$0
Human Services	-\$202,874	\$0	-\$202,874	\$0
Recreation	-\$64,000	-\$53,800	-\$117,800	\$0
MH/MR/SA	-\$60,513	-\$60,513	-\$121,026	\$0
General Services	-\$110,800	\$0	-\$110,800	\$0
Transit Subsidies	-\$113,140	\$0	-\$113,140	\$0
Finance	-\$60,700	-\$35,100	-\$95,800	\$0
Health	-\$74,116	-\$35,225	-\$109,341	\$0
Information Tech. Services	-\$61,100	\$0	-\$61,100	\$0
Library	-\$27,361	\$0	-\$27,361	\$0
Planning and Zoning	-\$32,221	\$0	-\$32,221	\$0
Personnel Services	-\$22,765	\$0	-\$22,765	\$0
Commonwealth Attorney	-\$22,108	\$0	-\$22,108	-\$11,054
Historic Alexandria	-\$20,166	-\$2,027	-\$22,193	-\$10,083
City Manager	-\$18,562	\$0	-\$18,562	-\$9,281
City Attorney	-\$14,700	\$0	-\$14,700	-\$7,350
Housing	-\$17,615	\$0	-\$17,615	-\$8,808
Clerk of Court	-\$13,240	\$0	-\$13,240	\$0
18th Circuit Court	-\$11,777	\$0	-\$11,777	-\$5,889
Office on Women	-\$5,500	-\$5,384	-\$10,884	-\$2,750
Real Estate	-\$9,311	\$0	-\$9,311	-\$4,656
OMB	-\$9,487	\$0	-\$9,487	-\$4,744
Registrar of Voters	-\$5,957	-\$3,000	-\$8,957	\$0
Court Service Unit	-\$8,251	\$0	-\$8,251	\$0
Citizen Assistance	-\$5,750	\$0	-\$5,750	\$0
City Council	-\$5,460	\$0	-\$5,460	-\$2,730
Human Rights	-\$3,000	-\$1,405	-\$4,405	-\$1,500
City Clerk and Clerk of Council	-\$3,500	\$0	-\$3,500	-\$1,750
Internal Audit	-\$1,840	\$0	-\$1,840	-\$920
18th General District Court	-\$855	\$0	-\$855	-\$428
Law Library	-\$757	\$0	-\$757	-\$379
Juvenile and Domestic Rels. Ct.	-\$339	\$0	-\$339	-\$170
<b>Total City Departments</b>	<b>-\$1,639,973</b>	<b>-\$652,966</b>	<b>-\$2,292,939</b>	<b>-\$72,492</b>
Percent of Total	71.5%	28.5%	100.0%	

\* According to FY 2005 Budget Guidance Memo #4, Section 5 (b), if no supplemental budget is submitted by, or approved for, such agency, 50% of the funds saved by its Efficiency-Based Reductions will be held in a designated General Fund reserve account for subsequent use in FY 2005 or in subsequent fiscal years by that agency, after appropriation by City Council.

\*\* Efficiency savings includes \$202K in Equipment Replacement Fund to be transferred to Undesignated General Fund balance.

## PROGRAM/SERVICES INDEX

This index listing provides a general guide to locating summary information on programs and services noted in the operating budget document and also refers readers to the Capital Improvement Program (CIP) document. This listing is not intended to be a comprehensive program and service guide, however. Additions/revisions to the listing should be forwarded to the Office of Management and Budget for inclusion in future budget documents as the Office works to improve programmatic and service information and performance data in future budgets.

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